Sales Management

THE MAGAZINE OF MARKETING

NOVEMBER 10, 1961

TWO DOLLARS

MARKETING

A look ahead at the cha
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EDITORIAL CONTENT: Economic Outlook, Fu
Patterns, Industrial and Consumer Advertising
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Canada. **STATISTICAL CONTENT:** Year-a
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Metropolitan Areas. Plus
tates for each of 142 SIC

Move

Sales Management

THE PRIME SOURCE FOR CURRENT MARKET DATA

★ **SURVEY OF BUYING POWER.** This leading, authoritative data-book for modern marketing has been issued annually since 1929. It contains original, exclusive, updated figures on population, income and retail sales for all of the states, counties and all important city markets, plus detailed data on all metropolitan areas and "potential" metro areas. Beginning in 1962, it will be issued on **JUNE 10.**

★ **MARKETING ON THE MOVE.** This exclusive study recognizes that marketers must be concerned with the future. It contains articles and reports on economic and distribution trends, new marketing techniques and strategies. It is a "look-ahead" issue for both industrial and consumer marketers. Included are year-ahead projections of population, retail sales and income of the nation's 300 metropolitan areas. Also, for the industrial marketer, a special statistical section is devoted to estimates of plants and employment by states for each of 142 SIC 3-digit industries. Published annually **NOVEMBER 10.**

★ **FUTURE SALES RATINGS.** A quarterly report on the nation's economic health, with analysis of the growth prospects of major industries for the next quarter and for the year ahead. **DECEMBER, MARCH, JUNE, SEPTEMBER.**

★ **RETAIL SALES FORECAST.** This is a new quarterly feature scheduled to begin March 15. It succeeds Sales Management's twenty-year-old Business Activity Forecast. Included here are sales predictions for the quarter ahead for 300 metropolitan areas. Also shown will be comparison with last year, with the nation as a whole, plus rankings by various categories. **MARCH, JUNE, SEPTEMBER, DECEMBER.**

★ **MARKET STATISTICS, INC.** This Sales Management subsidiary, headed by Dr. Jay M. Gould, compiles the figures for the Survey of Buying Power, Retail Sales Forecasts and prepares the consumer and industrial figures for the November 10 "Marketing on the Move" issue. It also serves individual companies who may want these data on punched cards, or who want special projects undertaken.

Over your head in group meeting planning? The Jam Handy Organization is ready with life lines to help you reach the groups you want. Tell us who they are and what they need to know. We'll give you specialized help in delivering your messages clearly, dramatically and memorably. **THE JAM HANDY ORGANIZATION**

Motion Pictures • Business Theater • Slides and Slidefilms • Training Aids ▪ New York Chicago Detroit Hollywood

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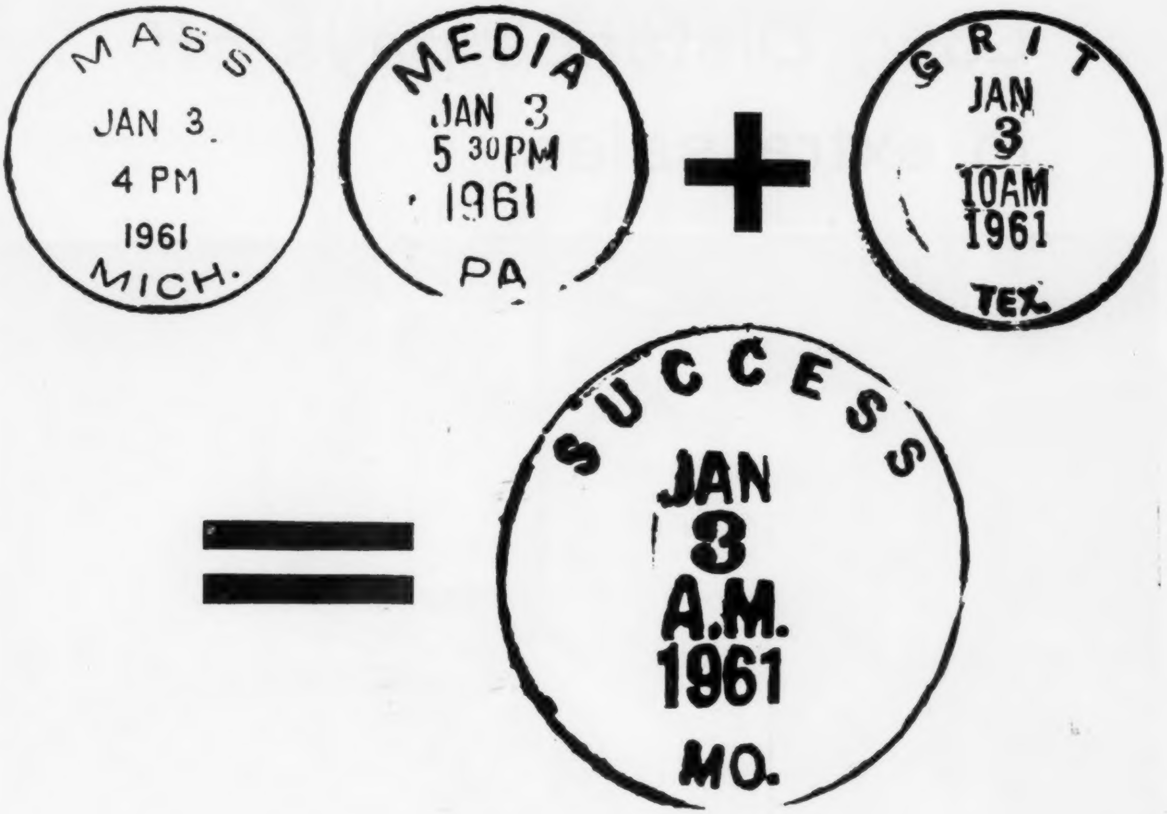


Equation for Advertisers

Here's how it works:

The mass media give you adequate coverage in big cities . . . relatively thin coverage in hard-to-reach small towns.

Grit gives you concentrated small-town circulation* . . . to help correct this big-city bias and provide you with *balanced national coverage*.

And you must have balanced national coverage for total marketing success.

It's as simple as that. Merely take your present mass-magazine schedule and add Grit.

It doesn't cost much. You can run a year-long, big-space Grit campaign for the price of a single full-color page in *one* of the big mass magazines.

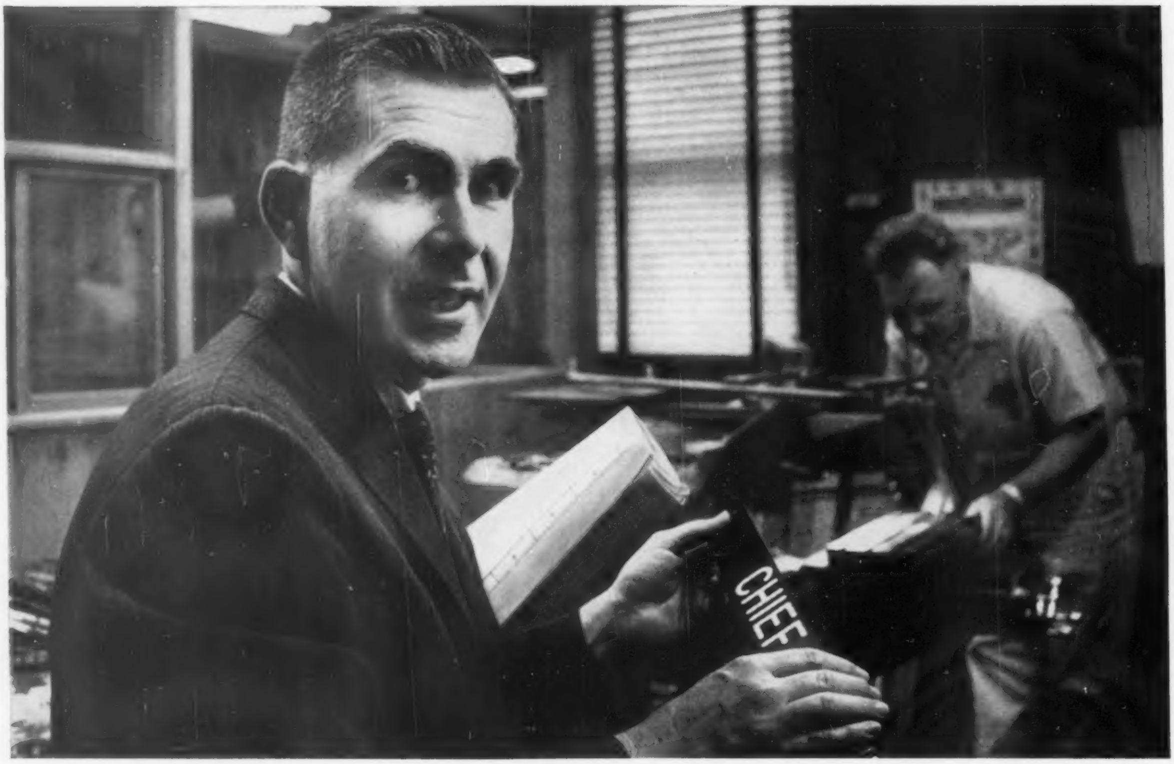
Come on in . . . and let Grit's equation work for you!

*Concentrated is right! Over 58% of Grit's 850,000 circulation goes to towns of 2500 or fewer. A bare tenth of 1% reaches cities of 1,000,000 or more!

GRIT

Grit Publishing Company, Williamsport, Pa.
Represented by Newspaper Marketing Associates

Long Distance pays off in extra sales



"We follow up inquiries by phone—fast and profitably"

**says Fenmore R. Seton, president,
Seton Name Plate Company, Inc., New Haven, Conn.**

"When we get a sales lead, we reach for the telephone," reports Mr. Seton. "People appreciate a fast, personal response to their inquiries.

"Long Distance makes our business *local* to customers everywhere. And our telephone contacts have led us to hundreds of new accounts.

"For example, on a recent Long Distance call, we turned a routine inquiry into an order for 339,000 pressure-sensitive identification plates. The call cost us $1.95."

Long Distance pays off! Use it now . . . for all it's worth!

LONG DISTANCE RATES ARE LOW

Here are some examples:

New Haven to New York	45¢
Detroit to Pittsburgh	80¢
Dallas to New Orleans	$1.20
Denver to Chicago	$1.55
Los Angeles to Boston	$2.25

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM

Sales Management

THE MAGAZINE OF MARKETING

November 10, 1961 Volume 87, No. 11

MARKETING ON THE MOVE

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United can help

When the sale depends on fast, regular delivery to customers too far away for surface transportation, United Air Freight may clinch the deal. A United jet speeds coast to coast in 5½ hours and can carry up to 14,000 pounds of freight.

In addition, United serves you with the world's largest jet fleet, offering jets to more U. S. cities than any other airline. Schedules are frequent and convenient. United can take shipments to 117 cities, including 103 top U. S. markets. Only United offers *Reserved* Air Freight on *every* flight.

Fast air freight is just one of the services United has to help you sell. For more information on this—and the other aids to sales management—call your local United sales office.

WORLD'S LARGEST JET FLEET **UNITED** KNOWN FOR EXTRA CARE

"Business advertising to business"

BUSINESS ADVERTISING can be as powerful a selling force as is the consumer advertising of, say, a department store, whose very existence depends upon it.

Some companies use advertising as an adornment. Some use it to reward themselves for achievement. And we once met a man who turned us down because he "wasn't well-known enough to advertise"!

But many companies use *informative advertising**, to help carry an important share of the sales and service loads.

We have had considerable experience producing resultful *business advertising.* Asked how we do it, our over-simplified answer goes somewhat as follows:

1. We always take into account the fact that business men read business literature for *information,* not for *fun.*

2. We base copy on a first-hand, up-to-the-minute knowledge of what the buyers' viewpoints are; what they already know, or *think* they know, about your product; and what they need to know. (Lots of advertising is crammed full of *facts* about a product, but are they facts the reader needs in order to fit the product benefits to *his* problems?)

3. We make advertising an important and component part of the sales and service operations; *decidedly not a separate thing!*

Now, these fundamentals are not revolutionary. But to put them into profitable practice does call for a bit of specialized experience and a certain amount of skill. Our staff is comprised of experienced marketing men who believe in John E. Kennedy's ageless axiom, "I would rather spend one dollar to *make* one sale, than one dollar to *half*-make two sales." They know how to write terse but informative copy that avoids the greatest waste in adverting . . . the *half-told* sales story!

This organization specializes in *business advertising* which, as you know, differs considerably in approach and technique from the advertising of products like lipsticks or cigarettes. We are fully equipped to prepare, produce and place "business advertising to business men" in all its forms, such as business magazine advertising, direct mail, data sheets, instruction manuals, sales presentations, booklets and catalogs.

**Informative Advertising:* Advertising which helps sell by telling your prospects the things they need to know in order to understand the values of your product to them.

The Schuyler Hopper Company

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-3135

TBA products sold by TBA dealers in '60—$1.7 billion

By Dr. Jay M. Gould
Research Director

SALES of tires, batteries and automotive accessories by TBA dealers in the U. S. in 1960 came to approximately the same amount as in 1959—$1.7 billion.

This represents 64.8% (or about two-thirds) of their total sales, which amounted to $2,707,-945, down slightly from the 1959 total of $2,735,467. The remai... one-third... of non-... pli...

the auto dealer classification for all of the 300 major metropolitan areas and counties listed in our study. In the 1959 figures presented last December... dealer sales were incl... auto dealer sales f... station sal... any TB...

tobacco i...

...And 77.4% was sold in the 21 states where 70.1% of MODERN TIRE DEALER's circulation is concentrated!

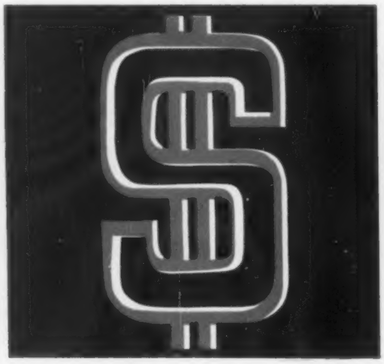
Sell the BIG ones.
Sell with MODERN TIRE DEALER advertising.

New York	Akron	Chicago	Los Angeles	Washington, D.C.	San Francisco
Ed Littlejohn	Bernie Kovach	Don Walker	Jim Thacker	Ormond Black	Dick Railton
630 Third Ave.	Sheraton Hotel	333 N. Michigan Ave.	1330 Wilshire Blvd.	Willard Hotel	Monadnock Building
YUkon 6-4800	JEfferson 5-1871	ST. 2-1266	HU 3-5308	DI 7-6010	SU 1-1060

Modern Tire Dealer A BILL BROTHERS PUBLICATION

TIME IS THE SHAPE OF THE NEW CAR MARKET. Of America's 3,078 counties, just 100 account for more than half of all new car registrations. In these top counties, TIME concentrates 59.9% of its circulation—more than any other magazine of over half a million. TIME families are among the most automobile oriented in America. 93% own cars. 34% own two or more. 73% bought their principal cars new. And they run up 43% more yearly mileage than the U.S. average.

TIME IS THE SHAPE OF THE UPPER INCOME MARKET. In the 100 counties with the highest disposable income in America, TIME concentrates more of its circulation (60%) than does any other magazine of over half a million. Altogether, TIME families have liquid assets totaling $80,000,000,000.



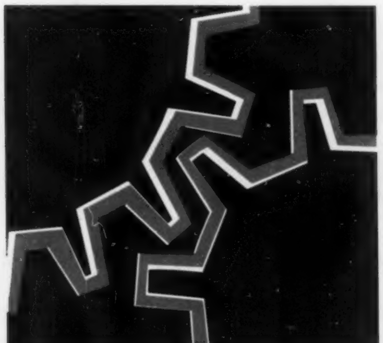
TIME IS THE SHAPE OF THE LIQUOR MARKET. Just 50 metropolitan areas ring up 64.6% of all case sales of the ten leading types of distilled spirits. TIME concentrates 57.7% of its circulation in these high-spirited areas—more than any other magazine of over half a million. TIME-reading executives and their families entertain some seven and a half million guests at home each week.

Sources: U.S. Dept. of State 1960 figures for leading areas • Sales Management's "Survey of Buying Power" (5/10/61) and "Survey of Industrial Buying Power" (7/10/59) • R. L. Polk & Co. 1960 new car registration data • Clark Gavin Associates • and latest available pub-

TIME IS THE SHAPE OF AMERICA'S TOP MARKETS.

TIME IS THE SHAPE OF AMERICA'S TOP MARKETS. In the prime markets for virtually every product and service, TIME concentrates more of its circulation than does any other major magazine. The communities that buy most are made up of the kind of people TIME attracts. TIME families are well educated (78% of TIME subscribers have been to college) . . . well off (their average income is over $12,000) . . . with wide interests and broad influence. They are your key customers straight across the country—and wherever they are concentrated, TIME goes straight to them every week.

TIME IS THE SHAPE OF THE MANUFACTURING MARKET. More than 61% of America's manufacturing employment is concentrated in just 100 of the nation's counties. In these top industrial counties, TIME concentrates more of its circulation (54.2%) than does any other magazine of over half a million. Not surprising. TIME is designed for the kind of men who make the big decisions in business. Presidents of U.S. corporations vote TIME the most important magazine published in the United States today—and their own first choice.



TIME IS THE SHAPE OF THE TRAVEL MARKET. In the 21 metropolitan areas where 69% of all U.S. passports were issued or renewed last year, TIME concentrates more of its circulation (47%) than does any other magazine of over half a million. TIME families take more than thirty million trips a year. No wonder travel advertisers invest more in TIME than in any other magazine.

Important Advertising belongs in TIME—America's Most Important Magazine

lishers' reports. TIME (2/17/61) • Holiday (March 1957) • Life (2/3/61) • Sports Illustrated (2/13/61) • U.S. News & World Report (3/28/58) • Esquire (February 1957) • Reader's Digest (April 1959) • Newsweek (3/23/59) • Look (3/15/60) • Saturday Evening Post (3/14/59).

Only this label can assure you of AIR EXPRESS priority service

Let's clear up a frequent misunderstanding: AIR EXPRESS is not a general term for all air freight. It's a specific air-ground shipping service: AIR EXPRESS Division of R E A Express. Many businessmen learn this the hard way. They assume that the famous AIR EXPRESS advantages of jet speed and door-to-door service apply to all air shipping companies. It just isn't so. There's only one way to be sure your shipment is first on, first off, first there—via all 35 scheduled U. S. airlines. Or gets kid-glove handling throughout the U. S. and Canada. And that's to be sure it gets this label. If it doesn't . . . it's not AIR EXPRESS.

AIR EXPRESS

CALL YOUR LOCAL R E A EXPRESS OFFICE FOR AIR EXPRESS SERVICE

SALES UP!

A manufacturer of plumbing accessories reports a 78% sales increase. The reason? An aggressive, promotional program using Elgin watches as dealer loaders. This is just one of dozens of recent instances of the effectiveness of Elgin watches when they're used to spur sales. What makes Elgins such desirable prizes? Prestige! Built up by a 97-year-old reputation for quality. Backed up by heavy national advertising in TV, radio, newspapers and all the important magazines. How about you? Could your sales do with a shot in the arm? For full information mail the coupon below.

ELGIN

Elgin National Watch Company | Premium Department J-43 | Elgin, Illinois | Phone: SHerwood 2-3300

PLEASE SEND ME INFORMATION ABOUT ELGIN WATCHES FOR USE AS:

- ☐ Sales Incentives
- ☐ Service Recognition
- ☐ Dealer Loader
- ☐ Other (please describe) ____________
- ☐ Contest Award ____________
- ☐ Jobber Incentive ____________

PROBABLE NUMBER OF UNITS NEEDED ____________

TENTATIVE BUDGET PER UNIT $ ____________

YOUR NAME ____________

COMPANY ____________

ADDRESS ____________

CITY ____________ ZONE ____ STATE ____________

Bored with your own ads?

Everyone is usually enthusiastic about a new campaign.

The sales idea seems sound, the approach good, the format powerful, the copy alive. "Best campaign we've ever had," everyone says.

Then succeeding ads in the campaign begin coming through. First in layout. Then art. Then brown prints. Then proofs. Then pre-prints. And finally in the publication. Did you ever stop to think how many times you see every ad?

At first the only evidence of boredom is a lack of expressed enthusiasm. But then there are murmurs, faint but growing louder. "Wonder if we don't need a fresh approach?" "How about a change of pace?" It builds up into a kind of pressure that too often bursts forth in the form of a decision:

"Let's do something different."

So the campaign is dropped. It is dropped in spite of a fact so well-documented and so often repeated that it has become a cliche: *By the time an advertiser is thoroughly fed up with his campaign the buying public is just becoming really conscious of it.*

And along with the campaign are dropped all the cumulative values it may have built up: readership, impact, recognition. The new campaign must start from scratch.

This is obviously wasteful, but it happens all the time. How do you prevent it?

We know of one very practical method. It is based on common sense, it is simple, and it works.

First, in advance of a campaign, provide for *evaluating the results.* Your yardstick will, of course, vary with your campaign and its objectives—inquiries, readership, direct sales, etc.

Second, *watch* results carefully from ad to ad. Is the trend up or down?

Third, (and this is extremely important) keep everyone concerned in your company *informed* about results.

If results are good, there will be very little agitation for "something new and different." It is very difficult to get bored with success.

If results are bad, the campaign *ought* to be dropped. Either way, you're making your advertising dollars work harder. You're investing them not on the basis of internal company opinion, but on the demonstrated reactions of potential customers.

And it's only *their* votes that can be tabulated on the cash register.

62-3

MARSTELLER INC.

ADVERTISING • PUBLIC RELATIONS • MARKETING RESEARCH

CHICAGO • NEW YORK • PITTSBURGH • TORONTO • BRUSSELS • GENEVA • LONDON

Marketing on the Move

THE SHAPE OF '66

A full decade of change—in our economy, in our opportunities, in our marketing methods—will be compressed into the next five years. Here are the hard-figure predictions on the state of our economic and marketing health in nineteen hundred and sixty-six.

(Continued on next page)

Marketing on the Move

THE SHAPE OF '66 (Continued)

By PETER B. B. ANDREWS
Chairman, Future Sales Ratings Board

Marketing is going to have to move—and move quickly—just to keep up with the tremendous changes ahead in the next five years.

Change and growth will be everywhere. They will determine markets, products, economics, methods. The momentum and degree of change will make the natural evolutionary development of marketing totally insufficient. Marketing must be forced to comply with change—or become hopelessly inadequate and outdated overnight.

In many ways, it will be like facing the problems and opportunities of an entire growth decade—like the one just past—compressed into an all too short 5-year period.

The huge volume of dollars dumped into the market place by a pyramiding, richer population will make the next few years the most enticing half-decade in history. But, at the same time, the bruising competitive battle for those dollars will make it the most expensive and unimaginably rugged test marketing has ever faced.

As usual, there will be some winners and some losers. The big difference now is in the size of the stakes. Winner or loser, the results may well be conclusive, for this is the crucial opening period of the big boom.

It is the opening period of the big boom that marketing has been waiting for, talking about and ostensibly preparing for since the business world was first astounded by the soaring birth rate of the war years. Until now there has been a lower growth rate and fewer changes; by the last part of the sixties, there will be beginning a steadier, less violently changing market.

Look at this crucial five years. Study it carefully. On an individual basis, it will determine the destinies of thousands of companies. Viewed as a whole it will (barring a major war) look something like this:

The primary base of markets—population and households—will expand sharply over the next few years. From the 1960 total of approximately 181 million, population will jump about 19 million to nearly 200 million.

Number of households will leap from the 53 million of 1960 to about 60 million in '66. World War II babies, becoming adults, will be exerting substantial pressure on the marriage and household-formation trend. The U.S. entered World War II about 20 years ago, and the birth rate quickly began to expand. There will be more and more wedlock candidates, and the tendency to marry at younger ages will enhance the marriage uptrend. This will materially stimulate the demand for homes and the myriad goods associated with homemaking—furniture and furnishings, cars, electrical equipment, clothes, gardening supplies, etc.*

A turning point most noteworthy to marketers thus has been reached in the age structure of the American population. Whereas in the decade 1950 to '60 the population in the 20-to-29 group *dropped* 1.7 million, it will have *increased* by more than 4 million in 1966. The importance of the new population trend is underscored by the fact that the younger adults in their twenties and thirties are in many ways the economic backbone of the nation.

They are marrying young—under 23 on the average for men and just over 20 for women—founding families, establishing homes and building careers. A study of FHA mortgages reveals that people in their twenties and thirties are by far the biggest home buyers, accounting for about three-quarters of new homes and close to this proportion of existing homes. Jobs and opportunities will have to be provided for the sharply rising number of younger adults as well as for the more mature members, and we feel sure that the very large majority will receive such jobs in the vastly expanded economy we visualize for the future.

As the total labor force rises from the 73 million of 1960 to the estimated 82-million total of '66, there will also be a large gain in the 40-and-over age group, up about 7 million by 1966, while the 30-to-39 group will dip about 1 million. The under-20 group

(Continued on page 42)

* For a slightly different marketing interpretation see "People Sí; Markets, Maybe," p. 22.

Estimated Growth: 1966 over 1960

	1960 Total or Average	1966 Total or Average	% of Change
Total Population	181 million	200 million	10%
Number of Households	53 million	60 million	13%
Total Labor Force	73 million	82 million	12%
Average Hourly Pay in Mfg.	$2.29	$2.85	24%
Spendable Income	$352 billion	$486 billion	38%
Per Capita Spendable Income	$1,944	$2,430	25%
Cost of Living	127 ('47-'49=100)	140 ('47-'49=100)	10%
Total Retail Sales	$220 billion	$310 billion	41%
Soft Goods	$149 billion	$200 billion	34%
Hard Goods	$71 billion	$110 billion	55%
Consumer Spending for Services	$132 billion	$187 billion	42%
Industrial Production	108 (1957=100)	138 (1957=100)	28%
Industrial Price Average	128 ('47-'49=100)	140 ('47-'49=100)	9%
Manufacturers' Sales	$365 billion	$490 billion	34%
Corporation Pretax Profits	$45 billion	$67 billion	49%
Dividends Paid Out	$14 billion	$22 billion	57%
Total Construction	$55 billion	$84 billion	53%
Housing	$22 billion	$29 billion	32%
Public Construction	$16 billion	$28 billion	75%
Business Plant & Eq. Spending	$36 billion	$53 billion	47%
Research & Developing Spending	$14 billion	$29 billion	107%
Total Govt. Purchases	$100 billion	$140 billion	40%
Federal Defense Outlays	$45 billion	$54 billion	20%
State and Local Spending	$47 billion	$72 billion	53%
Gross National Product	$504 billion	$687 billion	36%

Marketing on the Move

The Big Competition Coming from "Change"

By PETER MULLER-MUNK
Peter Muller-Munk Associates

The greatest technological upheaval we have ever seen is producing a product revolution in telemetry, in computers and in television techniques which could combine to eliminate the mailman. The kitchen garbage disposal unit is already reducing the role of the garbage man.

Are you next? Is your business obsolete without your knowing it? Or are you about to experience the most promising and exciting era business has ever seen? A brief look at the recent past—and a few pointed looks into the immediate future—may provide your answer.

Technical developments are accelerating in virtually every American industry. Advances in one industry can cross-fertilize radically different businesses. View the plumbing fixture manufacturer who is contemplating electronic controls, as an example. Industrial designers, and the companies that retain their services, are stretching every resource to put technical advances into product form at the rapid rate at which they come out of the research and development laboratories. Most important for the alert marketing manager to note—their uses must be anticipated and planned for.

Make no mistake about it: the coming new product revolution will make 1965 buggy whips of many products that are enjoying satisfactory sales curves at the moment.

The age is long past when the marketing or sales manager can safely rely on a pattern of past successes.

The marketing manager must tune in on trends, anticipating where they will lead in three to five years—and sometimes as far ahead as ten years.

He must give his attention to ideas and concepts rather than things. He must know that each successfully marketed new product is not an expression of materials, but of an idea.

If you are concentrating all your energies and sales policies on producing and marketing better and better vacuum cleaners or washing machines, the best you can hope for is, of course, just another "improved" vacuum cleaner or "super dynamic" clothes washer. Instead, it would be a much better investment to assign some time and money to your research people and to your designers to investigate new, more efficient and more economical solutions to the problem of cleaning. That's really the business you are in and not the perpetuation and superficial improvement of today's quickly obsolete devices—no matter how well you know how to produce them.

Where then are these new cross-fertilizing ideas developing most rapidly? Advances in chemistry, metallurgy, electronics and architecture are immediately apparent. Trends toward automation and miniaturization obviously are having profound effects on tomorrow's products.

► *Miniaturization,* made possible by advances in all the technologies, will make many of today's products appear bulky and awkward within five years. We are becoming much more discriminating and economical in our use of space. As living becomes more cluttered by things, space becomes more of a premium, and the trend toward miniaturization induced by military requirements comes to our rescue.

Certain products, considered essential today, may not even be sold ten years from now. The

room air conditioner, for example, already is on the way out as air conditioning is more widely used each day as part of the central comfort system in homes, apartments and office buildings.

Even the floor mop may be forgotten tomorrow. We see coming from the laboratories the first of *self-cleaning materials* and entirely new devices for cleaning walls and floors. Even clothes cleaning won't be the same. *Ultrasonics* will certainly obsolete today's detergents; *disposable clothing* is more than a dream of things to come. What, then, will happen to the dry cleaning industries five or ten years hence?

► *Dishwasher design* is already taking an entirely different form, and the cleaning and storing of dishes may well be accomplished automatically in a single appliance at the serving point.

► *The furnace,* as we know it today, will soon be outmoded—replaced by a commercial version of the *power packs* developed for use in our space satellites. These systems also will serve as *power centers* for the needs of the entire home.

► *Energy packs* may very shortly obsolete the internal combustion engine, and the danger signals are up for the manufacturer of motorboat engines, lawn mowers and perhaps even automobiles who is not today thinking of the long-range implications of this innovation.

► *Inter-communication equipment* that does not exist today will in the future enable us to do the largest part of our business without leaving our offices. What better way is there to solve the business-traveling problem than by conducting meetings at your desk by closed-circuit conference television. We will dictate and our messages will be relayed without either Gregg or the typewriter as an intermediary.

► *Thermo-electric products,* ranging from industrial heating-cooling devices through refrigerators and baby-bottle warmers, are well on the way. Designers have combined thermo-electricity and *electro-luminescence* into the design of a single wall panel, capable of lighting, heating or cooling at the turn of a dial.

Dean of Designers

Peter Muller-Munk, now retiring as president and chairman of the executive committee of the International Council of Industrial Designers, has been instrumental in leading his profession from the simple concepts of product design into a new era of usefulness to marketing management. He helped establish the first industrial design department in an American university (Carnegie Tech, 1935), is a past president and chairman of the board of the American Society of Industrial Designers. His firm, Peter Muller-Munk Associates of Pittsburgh, has undertaken major assignments for the Department of State, and has designed trade fairs showing American products in Izmir, Turkey, and Poznan, Poland.

Note the cross-fertilization of concepts between technologies as well as between industrial and consumer applications. Progress is not confined to applications directly related to the technology that breeds it.

How does the industrial designer fit into this picture? Part of his job is to coordinate and correlate developments in other fields with the products of his clients. He must anticipate the effect of developments in many industries or technologies of his clients' products and markets, and he must integrate them properly and profitably.

Quite often the consumer's needs for a product is confused with the manufacturer's desire. Half a dozen firms sell a unit which differs little, if at

all, in function, quality, and appearance. They may enjoy prosperity for years—and then another manufacturer who has studied the problem and the market in depth comes up with a new and better answer to the fundamental needs of the market. Suddenly the six sleeping competitors slide out of sight, wondering what went wrong.

Tomorrow's marketing plan must be based not only on technical revolutions, but on radical changes in motivations and buying habits. There is much less tendency for the buyer to patronize the same manufacturer who sold to his father. Today's buyer is increasingly more adventurous. He has a real willingness to experiment —to try something new. As a result, there is room for the new name that has something real to offer the public. The consumer will give a new product or a new name a first try—without abandoning the security of the brand names to which he can always return.

This gives emphasis to the very urgent need for established manufacturers to provide the utmost in quality in the products they market. No one today rides on name. It is the established producer who is most vulnerable if he should produce a poor product. His market may be lost forever to the young bloods, or regained only at very considerable pain and expense.

►Living habits everywhere are changing rapidly, making rapid revisions of marketing approaches mandatory. Mobility of the American family is not as powerful an influence on marketing trends as it once was. We are spending more time at home, with our families, than we used to. This, of course, is why the markets for leisure activity products are expanding.

What is more, there are powerful paradoxes which the astute marketing manager recognizes. On the one hand, our people will not hesitate to pick up lock, stock and barrel and move to another city to meet opportunity. On the other hand, the pressure to own our own homes will increase, supported by the pioneering efforts of major manufacturers.

Out of this will come a new kind of residence, one which we call the *accordian house*. It will be one we can take with us, or add to, or give to our children. There is an immediate apparent effect — the trend toward built-ins.

Let's examine a typical home, keeping in mind that these same concepts can be and will be applied almost everywhere.

The *trend to built-ins* is not confined to the kitchen, but affects the entire home. It will dissipate the difference between furniture and appliances. Some pieces of furniture, such as hi-fi and television sets, are already appliances to all intents and purposes. Some of our appliances are becoming furniture, moving into the dining area or outdoors. A room divider-refrigerator we designed some time ago is an example.

The wall, as a separate supporting structure against which appliances are placed, will disappear. The wall is becoming an operating household instrument. So in the future we will market the wall—rather than appliances you place against the wall. Ponder that and you will see that the effect on the bathroom, the kitchen, the game room—on the entire house and on your office, too—will be staggering!

►If you think that do-it-yourself is a byword now, just wait until the built-in cycle gets moving. Military requirements have dictated the elimination of the repair man. Totally enclosed units will replace other totally enclosed units, and when something does go wrong we will replace the defective unit ourselves. The need for specialized, experienced labor for repairs will diminish more and more. The repair man will disappear with the mailman.

This begins to outline the bonanza market of the future for the pre-fabricated and pre-cut home builders. Our homes will be trucked to the building site in modules, and they will be put up with the basics already built in. As a matter of fact, the house has already begun to become a consumer product. Increasingly we are buying our homes off the shelf; the architect-home-owner relationship is disappearing.

The two-house concept is rapidly developing. Families of the future will have a home in which they live during working days, and another type of shelter for weekends or vacations. We'll be able to leave it at the lake, or take it with us wherever we go.

Another development which points up the need for constant study of markets and trends is the change in family buying habits. It wasn't very long ago that we designers and our clients agreed that just about everything, in the final analysis, is bought by a woman. This is changing. Her husband spends more time at home and she turns to him for advice on the quality and performance of many consumer products. She doesn't rely on her own judgment only.

As a consequence, the man is today a much more active member of the family purchasing team. Not only will he continue to be so, but he will expand this role.

This means industrial designers and sales and marketing managers are reappraising their decisions of yesterday —and they had better reappraise them —because the man is likely to buy a complex product that his wife might shy away from. And when the man buys something for the kitchen, garden, or game room, he is likely to spend more than his wife might, because he is well aware that you get only what you pay for.

Speaking of money, a mistake some manufacturers tend to make today is to over-estimate their share of the market on the basis of the rising purchasing power of the American family. Our purchasing power certainly is increasing, but the dollar is being split many, many more ways than ever before.

More money will continue to be spent on leisure activities such as sports, books, music and travel, as well as on education and second homes. As a consequence, traditional markets will suffer, and, indeed, are already suffering. So, while purchasing power increases, it will be split in many different ways in the future.

We are often asked at just what point in the development of a marketing plan the industrial designer should be consulted. The answer is, "Yesterday."

►The clients who have received full value from consultation with the industrial designer are those who have allowed the designer the scope to lead them into new product concepts, new marketing approaches, completely new distribution patterns. The businessman who thinks of industrial design as only the icing for his cake can never get his money's worth.

But above all else, top management in sales and marketing must look to design for help in escaping obsolescence. Remember what is happening to the garbage man—and what is about to happen to the mailman! ◆

Marketing on the Move

Marketing Hitches a Ride On the Transport Revolution

Railroads, trucks, aircraft—all will see big, dramatic changes in the years ahead. In many ways, these changes will affect marketers, the customers they serve, the prices they charge, the way they sell.

The transportation industry is something more than just a supplier of a prosaic service. It is not just an evil born of the need to move goods from factory to customer.

Rather, it is rapidly building up into one of the most important marketing tools of the future.

There is a revolution going on in transportation today, and it is this revolution which is responsible for the industry's emerging marketing role. So far, like most revolutions, its outcome is somewhat uncertain, there is no timetable for progress, and the promises and confusion still outweigh the accomplishments and the facts.

But the trend is unmistakable. Before too long, the various carriers operating on the rails, roads and airways of this country will be providing marketers with faster, better service; lower costs and higher profits; a more flexible approach to markets; easier, more certain product introductions; detailed, more competitive pricing schedules and a number of other advantages which will grow in importance in the competitive years ahead.

For the most part it is impossible to predict which marketers will profit by which developments at what time There are just too many unknowns in this massive, developing industry, and the needs of individual marketers vary too greatly.

The changes are coming slowly. There are many roadblocks firmly in place. The very high degree of Government control over interstate commerce often means that all carriers change at once or not at all. Old hatreds and new controversies among different kinds of transporters are sapping some of the life out of the trend. The high costs and low depreciation rates of crucial new equipment seem even more staggering to this industry, which is characterized by the red ink on its profit statements.

But within the industry there is a widespread optimism, a belief in the need for big, bold progress that is certain to carry it over these and other barriers.

Containerization is a case in point. It not only represents much of the hope of the future in transportation, but also presents some of the stickiest problems.

By no means the smallest of these problems is the very physical characteristics of the container itself.

(Continued on next page)

Transportation Revolution (Continued)

Although after long negotiations and a number of false starts, standardized sizes have been established for containers, these are by no means universally accepted. And, to date, no one has come up with a container which is strong enough to be used in a ship or a railroad car, light enough to be used in an airplane, inexpensive enough to be used in great volume without tying up too much capital, and which collapses to the smallest possible size for storage or for a return trip.

And, in spite of their advantages over present cargo handling methods, containers do have their enemies. Some experts feel that inasmuch as the container must still be hand loaded, it is only an interim step along the way to fully automated freight handling. If this is true, containers could well be too expensive for short-term general use.

Because of this expense of switching to containerization, there is now something of a "which-comes-first" situation. Shippers are reluctant to invest heavily in containers until carriers are better equipped to make them pay off, and the carriers are being careful not to pour too much into container handling equipment until volume seems to warrant it.

Nevertheless, the promise of containers is great. Atlhough they still require manual loading, they eliminate all need to handle contents along the way. Their initial cost may be high, but this should be offset in the long run by the elimination of packaging costs. It will take some paperwork to keep track of containers, but they will eliminate other paperwork in transit. The extra space they take when loaded, the space they take when being returned empty, and maintenance will all add to costs, but savings on breakage, pilferage, insurance and loss should more than make up the difference.

And, above all, they offer speed. Here are just a few of the ways in which they bring the shipper days closer to his customers:

Used with railroads, they offer many of the advantages now reserved for the carload shipper, as well as adding a few of their own. It is hoped in the not-too-distant future to offer small-container rail service that would enable the train to proceed from start to destination without leaving the main track, and deliver both full carloads and smaller lots along the way.

It is certainly within the realm of possibility for a train like this to be loaded quickly with pre-packed containers on special flat-cars, and to proceed along the outside track straight to its terminal point. At major points along the way, the train would stop briefly alongside a loading platform, where fork-lift trucks would be waiting to lift off appropriate containers and load others destined for stops further down the line. The whole operation need take no longer than the time it now takes to pull off on a siding to unhook certain cars.

In this way customers receiving amounts comparable to carloads could get their containers without waiting for cars to be sorted in the yards; l-c-l customers even at the end of the line would get their orders as fast as they would a carload lot. And the railroads themselves would have their rolling stock on the go constantly, not tied up at some shipper's or consignee's siding.

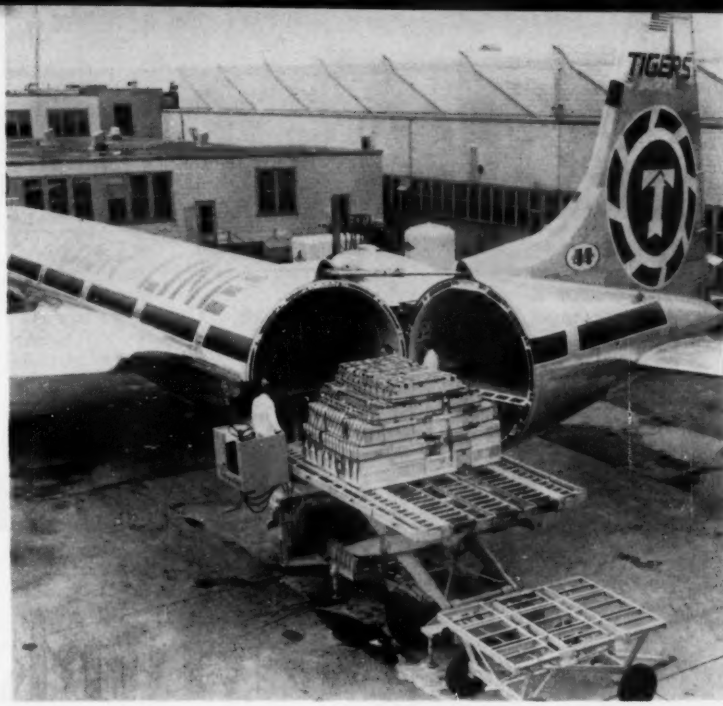
Many of the same advantages accrue when containers are used with trucks or aircraft. The ability to split loads easily, the money saved by preloading containers before the carrier arrives and unload them after it departs, the lack of packaging required and the protection offered by the container are all present.

And, on a broader scale, there is plenty of time and money saved by the relative ease with which containers can be trans-shipped among aircraft, railroads and trucks (not to mention seagoing ships, a number of which have already been converted to container carriers).

It is expected that eventually container systems will be combined with modern, high-speed communications to create a manufacturer-to-customer link which virtually eliminates the need for warehouses or inventories.

Automated factories would receive customer orders via high-speed electronic communications networks. Computers would program factory production to fill these orders as they came in, and, at the end of the production line, products would be split into orders and packed in containers by customer. As the containers were

HALF ON its flatcar, this trailer-container combination is about to start its piggyback ride from New York to Chicago.



LATEST THING in air freight, the swingtail Canadair 44 has just begun service with Flying Tiger. Note the specially designed semi-automatic loader.

filled, they would be shifted right to the loading dock to be shipped to the customer.

Although this kind of operation is still some years away, it is fairly certain that the very near future will see somewhat modified versions of it put into effect. For example, there is no reason why products cannot be containerized in standard-size lots and stored until needed in an open yard. This would not only help reduce warehousing costs, but would mean that the goods were all packed and ready to go the minute an order came in.

But containerization is by no means the only bright light in the transportation industry.

The railroads, for example, are coming to life and beginning to consider themselves as big, competitive companies rather than as the divinely sanctioned axis of the business world.

Most important, railroads are beginning to talk marketing. For the first time in their history, many big roads are actually asking customers and potential users just what they need in terms of service and equipment. Market research will soon be as integral a part of railroading as the locomotive.

Even more amazing, the big equipment makers — Pullman-Standard, ACF, General American, etc.—are now not only researching user needs, but are actually able to sell the railroads new equipment to meet these needs. This is a far cry from the very recent day when the railroad gave the shipper the choice between an old boxcar and going elsewhere for his transportation.

The new equipment is really shaking up the railroad scene, and some of its far-reaching implications are rather surprising.

For example, the velvet-glove approach is being introduced into railroading. New impact-absorbing construction such as that used in Pullman-Standard's Hydroframe 60 reduce a bone-jarring 10 mph coupling to the point where an impact register within the car won't even record. This opens whole vistas to the railroads in damage savings, new types of equipment and delicate goods service they can offer.

This innovation alone has made possible drastic improvements in equipment. The Southern Railway has on order 200 revolutionary boxcars with entire sides which roll up like garage doors, permitting fast, easy, mechanized side loading. Previously, high impacts suffered by cars made solid sides necessary for strength.

Also in the wind is the "ideal, all-purpose" railroad car. An extra-long skeleton flatcar, it will be easily adaptable to a variety of uses. One use would be with auto-carrying racks of the type that now haul 15 compacts or a dozen standard cars for long distances at rates considerably lower than those charged by trucks.

(Continued on page 44)

ACF AUTO CARRIER is one of many new railroad cars.

WHOLE SIDE of radically new Pullman boxcar rolls up.

People, Sí; Markets, Maybe

The title of this article may tickle your funny bone, but its contents won't. Here is an honest and serious look at what may very well happen to America's markets "tomorrow."

By HECTOR LAZO*

The world is getting ready to shoot for the moon. So is business. Already we hear of the upcoming boom, slated for 1962, and a sure bet by 1965—when the whole crop of war babies will be entering the "marrying age." Millions more people, millions of new homes, spell billions of new needs, new markets for everything.

By 1970 we will have at least 35 million more people. Just to meet the new demand we must increase production some 50%. We will have to keep running faster just to stay in the same place, let alone go forward.

It seems a shame at such a time to even hint caution, let alone suggest it. But someone should. An ounce of prevention now may well be worth several pounds of cure around 1965, certainly by 1970.

The fact is that a totally new business environment has enveloped us in the past five years, even in the past three. And while the past, we are told, is a prologue to the future, totally new underlying problems are upon us today. Perhaps for the first time in the history of marketing in the United States, we cannot count on the fact that people automatically make markets. The basic law of marketing is asserting itself again: things have changed. Change is the very basis for our competitive effort. We have more people, we anticipate many more people; but suddenly there is no assurance that a large proportion of these additional people will buy more, or indeed, buy anything except necessities. People, sí; but new markets, quién sabe? Maybe.

The current unemployment just doesn't make sense, in the face of rising standards of living, rising GNP, rising consumer income and consumer purchasing power and rising employment. The rate of unemployment may be the highest in 20 years, but there are many who fear it will get worse, perhaps much worse, by 1965—and yet at the same time we will be enjoying all-time high employment.

In marketing we saw this foreshadowed some years ago when, for the first time in the history of the country, there were more people employed selling things and servicing things than in making things. And as more and more people were employed selling and servicing, fewer and fewer were added to the manufacturing payrolls (where wages are higher). Thus by the end of 1960, industries producing goods had dropped from 43% of

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the total employment (1950), to 39% Manufacturing as such had dropped from well over 25% to close to 20%.

It is in these producing industries that unemployment is high. Which shatters another cherished tradition: that wealth comes only from production. We know now—to our sorrow—that goods produced but not sold merely accumulate inventory.

New Buying Patterns

Consumer expenditures in the fourth quarter of 1960 rose to an all-time high, and for the year as a whole, consumer purchases also showed a new all-time high. In fact, because consumers have continued to buy more, we have had a rise in GNP (three-quarters of the total GNP rise in 1960 was due to consumer buying). By mid-year 1961, consumer buying was up materially, promising much for the years ahead.

As we all know, we had a post-war decade of buying such as the world had never known. It conditioned our thinking for ever bigger and better markets ahead. But it is important to note that while total consumer buying went up 73% in the "Fabulous Fifties," spending for durable goods went up 76% (only 3% more than total average), for non-durables only 53% (20% less than total norm)—but spending for services was up a full 105%.

Today, spending for services accounts for close to 40% of the total consumer spending (up from 33% ten years ago). The proportion of consumer spending for durable goods is less today than it was five years ago (13% now, 14.3% in 1955) and considerably less than it was ten years ago (15.6%). Durable goods spending means factory payrolls and industry employment. This relative decline has led some people to suggest that we may indeed have reached a saturation point in consumer durables.

Yet, definitely, consumers do not report that they are sated or that they "have everything," as has been suggested. As a matter of fact, the proportion of people "needing many things" is just about what it was ten years ago; and the proportion reporting that they "have everything needed" is only 1% higher than it was ten years ago.

Of particular importance to sales managers should be the fact that while consumers are spending only 13% of their income on durable goods, 65% of the consumers polled in the famous Michigan University survey say they would like to purchase some durable good. A large proportion is holding back. They want to make sure they are "getting their money's worth." People need things, even many things, but apparently other things than those being offered.

Another Marketing Fallacy

Of perhaps greater over-all importance is the death, or near-death, of the youth-worship that has gripped America for a generation or more. More births, more kids, more "young adults," automatically have been equated with more sales, more profits. And suddenly, the fallacy of it has caught up with us.

We are not here concerned with the social or sociological implications of

Chart I — **Age Groups Change and Vary**

GROUP	1960	1970 Projection	Gain %	1980 Projection
Total, U. S.	**181,154,000***	**219,474,000**	**21**	**272,557,000**
Childhood (up to 14 years) Needs: food, shelter, security, recreation, education, clothing	**57,395,000**	**72,836,000**	**27**	**95,416,000**
Youth (15-19) Needs: education, recreation, physical activities, food, clothing	**13,406,000**	**19,262,000**	**44**	**24,344,000**
Young Adulthood (20-34) Needs: adult world, work, family formation, children, food, household goods, clothing	**34,170,000**	**42,565,000**	**25**	**59,009,000**
Middle Years (35-49) Needs: prestige status, vocational security, advancement, entertainment, widening circle of friends, display of possessions	**34,983,000**	**35,204,000**	**0.6**	**36,382,000**
Mature Years (50-64) Needs: economic security, new leisure, luxuries, travel, mature recreation, comfort. Is "contented class," no longer yearns to display possessions. Selective consumption	**25,400,000**	**30,058,000**	**18**	**32,880,000**
Senior Citizenship (65 & over) Needs: retirement, health, comfort services, satisfying associations, climate; no further acquisitions	**15,800,000**	**19,549,000**	**24**	**24,526,000**

Based on Bureau of the Census projections P-25, No. 187 (1958).

youth-worship. We are concerned with the marketing implications, or lack of them, in the avalanche of young people about to descend on the nation. Because, as everyone knows, the greatest growth in the population in the next ten years — perhaps most marked in the 5-year period 1965-1970—will be among the "young adults," those millions of boys and girls who in the 1950's were from 10 to 24 years of age, and will, in the current decade, join the 20-to-34-year-old group.

The significance of this can be gathered from Chart I. Almost every marketing manager will read a different message in this chart. But no one can fail to note the increase of almost 44% (more than twice the increase in the national total) in youths 15 to 19 by 1970, and the additional increase of 28.4% in children 14 and under. Together these two groups will account for 22.5 million of the potential 38.3 million total population increase—almost 60% of the total.

Unskilled Young Adults

As of today, young people 14 to 24 constitute only 17% of the total labor force—but they represent 30% or more of the unemployed. Currently, from 30% to 40% of all young adults have no jobs. In another three to four years there will be several million more of these young adults, with no practical training, swelling the ranks of the unskilled. From 50% to perhaps as high as 75% of them will find it difficult to get employment.

Technological changes and automation are making many of yesterday's skills and semi-skills obsolete, so that one out of every five workers in the unskilled class (unskilled in the new technical requirements) is out of a job, regardless of age or number of years of past employment. And if, by schooling and perhaps greater adaptability, many of the new young adults manage to secure employment in a number of industries calling for greater and more specialized skills, it may well mean the bumping of some older men and women, 45 years and older, who will then join the ranks of the unemployed.

Twenty-six million potential new workers will be coming into the labor market between now and the end of 1970. If the usual pattern holds, as many as 7.5 million will not even have finished high school. And while it is true that more and more young people are going to college or acquiring technical training — presumably preparing themselves for more skillful work—the proportion that goes to college is still small (less than 10% of the population).

Further, we all know that education and school training, per se, are no guarantee of better jobs and higher incomes. It is encouraging, however, to note that only 8% of the self-employed professional people in the U.S. have incomes of less than $4,000, and only 21% of them have incomes of less than $6,000. In contrast, 55% of all clerical workers, 74.6% of all service workers, and a full 80% of all laborers (other than farm laborers, who climb to 96%) have incomes of less than $6,000. (Eighty-six percent of all retired families fall into this under-$6,000 class.)

It is likewise interesting to note that technically skilled workers, craftsmen and foremen and the like—those men and women who have, for the most part, acquired their skills on the job—make a considerably better show-

Chart II — **The Young and the Old**

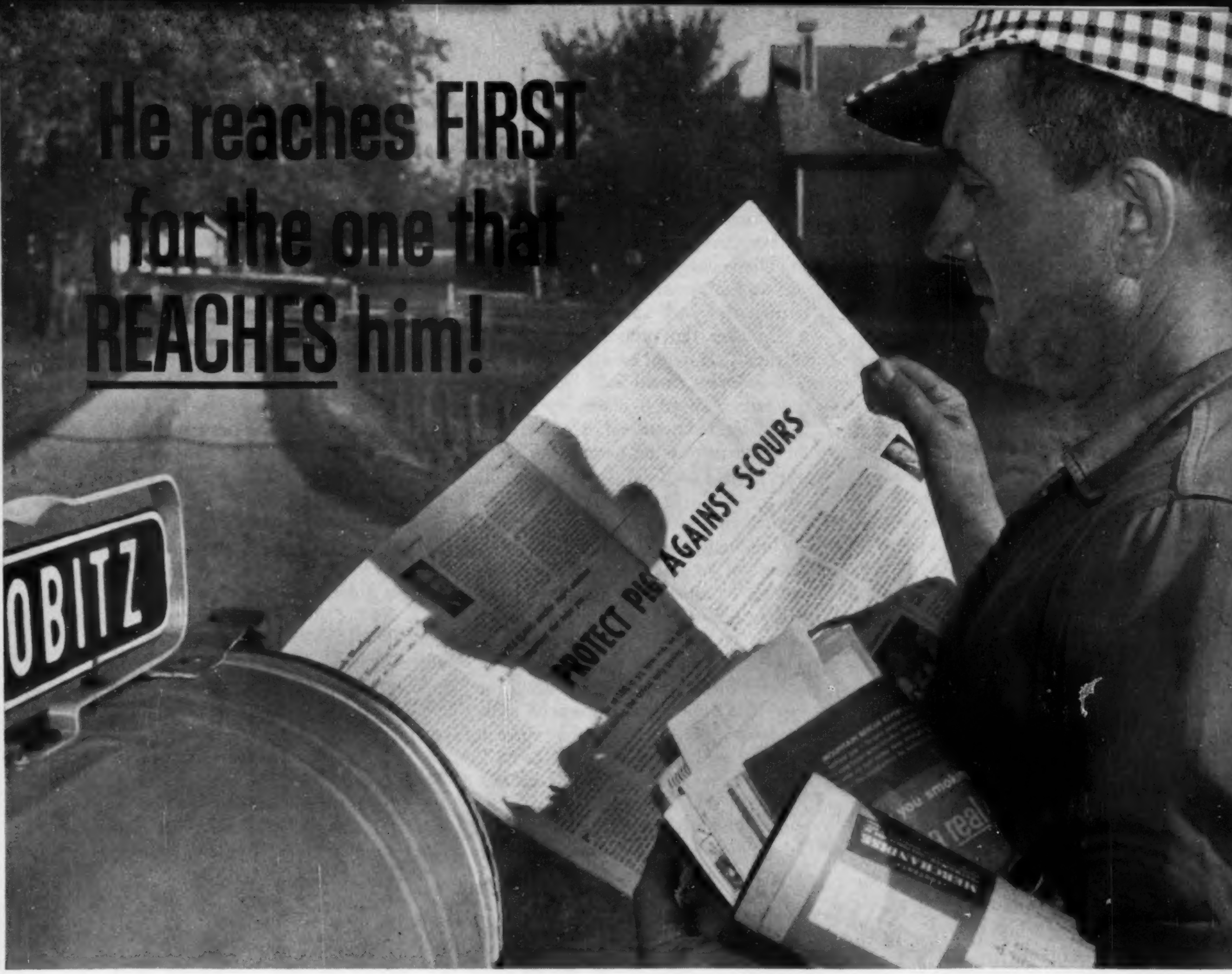
AREA		POPULATION	UNDER 25	65 AND OVER
U. S. TOTAL	1950	150,697,000	41.7%	8.1%
	1960*	179,323,175	44.6	9.3
NEW ENGLAND	1950	9,413,000	38.4	9.8
	1960	10,509,400	41.2	10.7
MIDEAST	1950	33,627,000	37.6	8.3
	1960	38,489,400	41.7	9.9
GREAT LAKES	1950	30,399,000	40.0	8.5
	1960	36,225,100	44.2	9.3
PLAINS	1950	14,061,000	41.0	9.8
	1960	15,394,115	43.7	11.0
SOUTHEAST	1950	33,690,000	47.7	7.0
	1960	38,744,200	47.2	8.4
SOUTHWEST	1950	11,375,000	45.4	6.9
	1960	14,161,150	47.5	8.1
ROCKY MOUNTAIN	1950	3,484,000	44.9	8.0
	1960	4,316,600	46.5	8.5
FAR WEST	1950	15,276,000	38.9	8.3
	1960**	21,483,300	44.4	8.8

* January 1960 Census.

** Includes Hawaii and Alaska; they distort the 1960 figures very slightly.

Adapted from Bureau of the Census Releases CB61-14 and CB61-21.

He reaches FIRST for the one that REACHES him!



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ing than other non-executive and non-professional workers. Fully 51% of such skilled workers make more than $6,000 a year.

But how many people under 20, or even under 25, can qualify for jobs whose skill is generally acquired after years of work on the job?

Chart II shows us the proportion of people under 25 years of age today, as contrasted with the proportion only ten years ago. The 65-and-over group is also shown, to give a total picture of the change in the past decade: of the young, perhaps eager, but unskilled would-be workers, and the "senior citizens," most of whom are retired—although often highly skilled—and who no longer figure importantly in that great activity known as "production."

Young Adults as Markets

"Young Adults Are Today's Top Story" proclaimed a full-page ad in The New York Times, May 22, 1961. It is a top story with a moral and perhaps a warning. The post-war "baby boom" will, with the magic of the passing years, result in a huge market of young adults by 1965. What will happen to them—and to the markets of the nation—if they cannot find work? What will happen to the "Soaring Sixties" if these millions of willing workers have no purchasing power, or at best only part, "transfer payments" (State unemployment compensation)?

Even when young adults do find work, we must keep in mind that, whatever their formal schooling, they enter the working force as unskilled workers. They may be marrying earlier, and family formations among girls in their late teens and boys in their early twenties are becoming more and more numerous, but economically they do not constitute "great and promising markets."

Actually, a disproportionately large number of families in the lower income groups—those under $5,000 a year—is made up of families whose heads are 25 years of age and under, and, at the other extreme, those whose heads are 65 or over. Almost 70% of families of young adults under 25 have incomes under $5,000. (Among the senior citizens, the percentage is 73%.) The many studies that have been made on how consumers spend their income have shown over and over again that at the under-$5,000 level, with an average of just over $4,000, there is little or no discretionary buying income.

In other words, young adults may be, by the weight of sheer numbers, markets, even booming markets, for life's necessities: food, rent, clothing, medical care, necessary transportation. In obedience to Engel's Law, the smaller the income, the larger the proportion they will spend on food—and the smaller the proportion spent on "luxuries." It might be argued that the food industry would then benefit. But the fallacy of such reasoning is easy to establish, because if it were true, then the poorer the nation, the more prosperous the food industry would be.

A figure or two will suffice to expose this mathematically. A family with an income of $4,100, and with the average of 3.6 people, will spend from 30% to 35% (and often more) of its income on food. But in dollars and cents, this amounts to only $100 a month, or approximately $1,200 a year. The same family, however, with an income of $6,200 (the current average) will spend only 25% or 26% of its income on food, but in dollars and cents this will be $130 a month, or more than $1500 a year.

Families in the U.S. with incomes of under $4,000 represent some 26% of the total (and include many young adults, many retired persons, many in military service, and some living on farms). They represent 30% of the food retail purchases, 26% of the home furnishings, 31% of the clothing. The area where, proportionately, they do considerably "better than average" is in drugs: these low-income families account for 39% of all drug sales at retail.

On the other hand, families with incomes of $6,000 and over, or 39% of all families, account for 33% of the food sales, 32% of the drug sales, but 45% of the home furnishings (comfort, luxury, possessions) and 36% of the major appliances.

It is in the area of the "great middle class," families with incomes of from $4,000 to $6,000, that we find the market potentials. Though constituting only 25% of all families, they account for 30% of all food sales, 29% of drugs, 28% of home furnishings, 28% of clothing, and 32% of major appliances. They have money, will spend.

It is now amply clear that unless these young adults, through education or special training, make themselves ready to join the working force, and are through their work able to increase

(Continued on page 55)

Chart III — **What's Happened to Income Sources?**

SOURCE	1952	1956	1960
Commodity producing	29.7%	30.5%	24.9%
Distribution industries	17.9	18.7	17.8
Service	8.5	9.4	10.1
Government	12.1	11.8	12.0
Business and professional proprietors	9.9	10.0	9.0
Farm	5.6	3.6	3.0
Rental income	3.7	3.3	2.9
Dividends and interest	7.9	9.1	10.0
Transfer payments (*)	4.8	5.8	7.2

(*)Includes Old Age pensions, unemployment compensation, veterans' benefits, etc. About one-third of this total is contributed by individuals.

Adapted from Survey of Current Business, July 1955 and July 1961. (Figures have been rounded off.)

Family Weekly asks:

is 16% of your market worth 6% of your Advertising Budget?

Smart marketing is a matter of playing-the-percentages.

For instance, 16% of all retail sales, 16% of all food store sales and 15.1% of all drug store sales are made in markets covered in-depth . . . nationally . . . by *Family Weekly* alone!

Shouldn't at least 6% of your advertising be budgeted to sell this market that Sales Management's *Survey of Buying Power* says is growing faster in sales and population than the national average?

Here's what your 6% buys in *Family Weekly*

- One of the highest readership ratings per advertising dollar!
- Enthusiastic support by dealers who do 47.2% more national brand promotion than metropolitan city grocers!
- Effective, realistic coverage of America's important B and C counties — coverage that cannot be equaled in depth or economy by any other national advertising medium!

Family Weekly ALONE concentrates 78% of its circulation in Nielsen B and C counties.

Family Weekly ALONE averages over 50% family coverage in the 617 counties in which it has 20% or more coverage.

Family Weekly ALONE consolidates 196 mighty middle markets into one huge $35.1 billion sales opportunity.

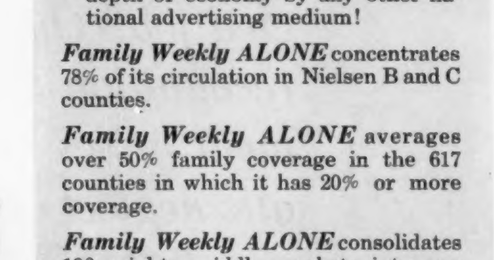
No national marketing program is complete without effective coverage of America's mighty middle markets. *Family Weekly* sells America's mighty middle markets.

- **DISTRIBUTED THROUGH 196 INFLUENTIAL NEWSPAPERS**
- **SERVING 5,297,067 FAMILIES WEEKLY**

The Largest Market in the World That Can Be Covered In Such Depth by a Single Advertising Medium

Family Weekly

153 N. MICHIGAN AVE.
CHICAGO 1, ILLINOIS
LEONARD S. DAVIDOW, *Publisher*
PATRICK E. O ROURKE, *Advertising Directo*



TIME

Where will tomorrow's sales manager find the time to handle his many-faceted job? One answer lies in his full recognition that "successful management arises largely from the systematic neglect of the proper things."

By BURTON BIGELOW
Consultant to Management*

The wise allocation and effective utilization of the sales manager's available working time is even today one of his pressing and difficult problems. What will be his personal situation a decade hence, when the demands upon his attention will be more numerous, more pressing and in many cases, more inescapable.

Let us examine some of the new conditions which will force the sales manager of tomorrow to do something about his time-use problem.

Everything will be bigger!

1. The enterprise whose sales he directs will be larger in every dimension. Big business is growing; tomorrow, there will be more big enterprises—and when we call them "big," we will mean that the enterprises will be larger than that word connotes today.

2. The sales volume for which tomorrow's sales manager will be responsible will be much larger than that demanded from a similar operation today. Annual sales of a billion dollars will be commonplace, and the $100-million dollar company will be thought of as a comparatively little organization.

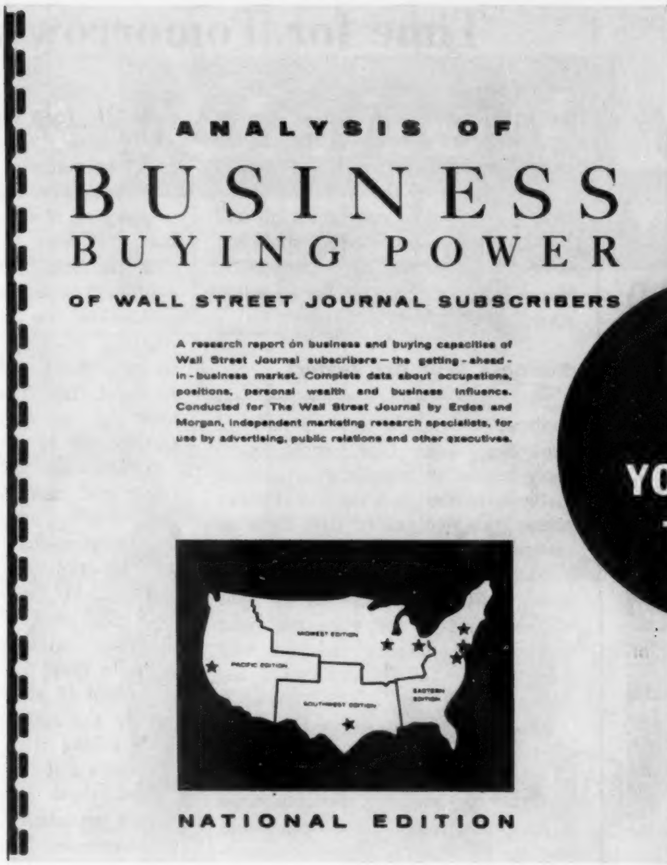
3. The number and variety of products to be marketed by a single company will be greatly increased. Already, almost unlimited crisscrossing is evident: textile giants are big in electronics and pharmaceuticals; drug merchandisers are spending millions in the plastics field; coal companies are in chemicals; tape recorder manufacturers are getting their big volume out of government contracts for space-guidance systems; and a refrigerator manufacturer is busy making satellites.

4. Larger enterprises, with larger sales, mean much larger sales forces; and larger sales forces will compel bigger field supervisory staffs; in all, more men per top manager.

5. The wider variety of products will demand equally diverse distribution channels, reaching a greater variety of separate markets, each with its own characteristics and problems.

6. Competitors will be larger, com-

*Santa Barbara, Calif.



WRITE FOR YOUR COPY TODAY!

JUST OFF THE PRESS!

Once again, executives' "most useful one"—The Wall Street Journal—makes itself even more useful to *marketing* executives looking for *more* essential facts about their markets.

Now you can get *two* important sets of figures about The Wall Street Journal's 750,000 subscribers: an analysis of their business buying power, *and* the "classified" data on how many are connected with each of the industries listed in the U. S. Bureau of the Budget's Standard Industrial Classification (S.I.C.). By making effective use of pertinent information in both these sets of figures, you can more closely determine the important prospects who will see your advertising message in The Wall Street Journal.

Ask your Wall Street Journal representative to show you both of these valuable analyses. Or write to the nearest Journal office for a copy of the *Analysis of Business Buying Power.**

Get *all* the figures, and see why The Wall Street Journal has to figure for the #1 spot on *your* 1962 advertising schedule, too.

THE WALL STREET JOURNAL Published at: New York, Washington, D.C., Chicopee Falls, Mass. • Chicago, Cleveland • Dallas • San Francisco (and big new Riverside, Calif. plant now under way!)

*The S.I.C. figures are available only from your Wall Street Journal representative.

what every sales executive should know about DENVER

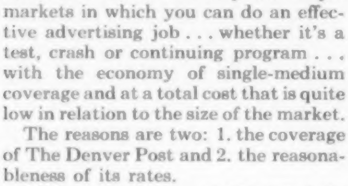
Denver is one of the very few major markets in which you can do an effective advertising job . . . whether it's a test, crash or continuing program . . . with the economy of single-medium coverage and at a total cost that is quite low in relation to the size of the market.

The reasons are two: 1. the coverage of The Denver Post and 2. the reasonableness of its rates.

With a circulation of 265,980 daily and 348,937 Sunday, The Denver Post provides the following coverage: Denver City Zone, 71% daily, 79% Sunday; Metropolitan Area, 66% daily and 76% Sunday; Retail Trading Zone, 64% daily and 75% Sunday; entire State of Colorado, 44% daily and 56% Sunday.

The rate per line for advertising in The Denver Post ranges from 70c to 58.8c daily and from 92c to 77.28c Sunday depending upon which step in the bulk or frequency discount contract you select. Color also is available at an unusually low rate.

If you would like to know just how economically and effectively The Denver Post can help you build a consumer franchise in the Rocky Mountain Empire, drop us a line or call the Moloney, Regan & Schmitt office nearest you.



Time for Tomorrow's Job

(Continued)

petition fiercer, markets more aggressively fought for by every conceivable marketing stratagem.

In addition to the fact that every aspect of the sales manager's job will be bigger, quantitatively speaking, every activity will be enormously stepped up in terms of its intensity, speed and pressure.

Business Will Act Faster!

Electronic "brains" will digest and analyze, in a single week, a mass of marketing facts that would have taken a year to assimilate by manual methods in the past decade. Fiercer competition will mean that counter-competitive measures will have to be formulated overnight; it will be necessary to make decisions on the spur of the moment; and even the right decision, if too long delayed, will prove to be as unprofitable as the wrong one.

Research will be stepped up. No sales manager will be able to take off on Friday afternoon feeling certain that by Monday morning none of his products will have been made obsolete by some new product, process, technique or approach which heretofore had been sealed up in the research chambers of a competitor.

Humans Will Be More Demanding!

A more knowledgeable, faster-thinking, more demanding buying community is already in the making. Today's high school students are better informed on world affairs, science, sociology, psychology, history and the arts than were the college seniors of two decades ago. These men and women will be the customers, the buyers, the virtual "deciders" of our fate in the new world of tomorrow.

What has all this got to do with the problem of the sales manager's time?

To answer this question, let's examine the significance to the sales manager of these new developments, developments which are not only in the matrix of the future but already in existence as visible facts.

Briefly, these kaleidoscopic changes mean that the sales manager must equip himself in four specific ways to meet these new challenges:

1. He must equip himself with a wider basic knowledge—of his own and competitive products, markets, men—plus a keener awareness of what is going on in the world around him. him.

2. He must be more promptly and continuously informed on current situations—in the world, in his own markets, in his own company, and in respect to competitive activities. In brief, his "inbound" intelligence must be improved in quantity, in quality and in speed.

3. He must search for, and find, faster and more effective means of "outbound" communication, so that his assignments, instructions, plans and programs can reach the field more quickly, and there be received, perceived and acted upon more promptly and accurately.

4. He must install better methods of control all along the line. He cannot fly the supersonic jet of tomorrow's selling with the puny controls of today's little Piper Cub!

"But these new activities, even though we admit their necessity, will take more—not less—of the sales manager's time," you protest.

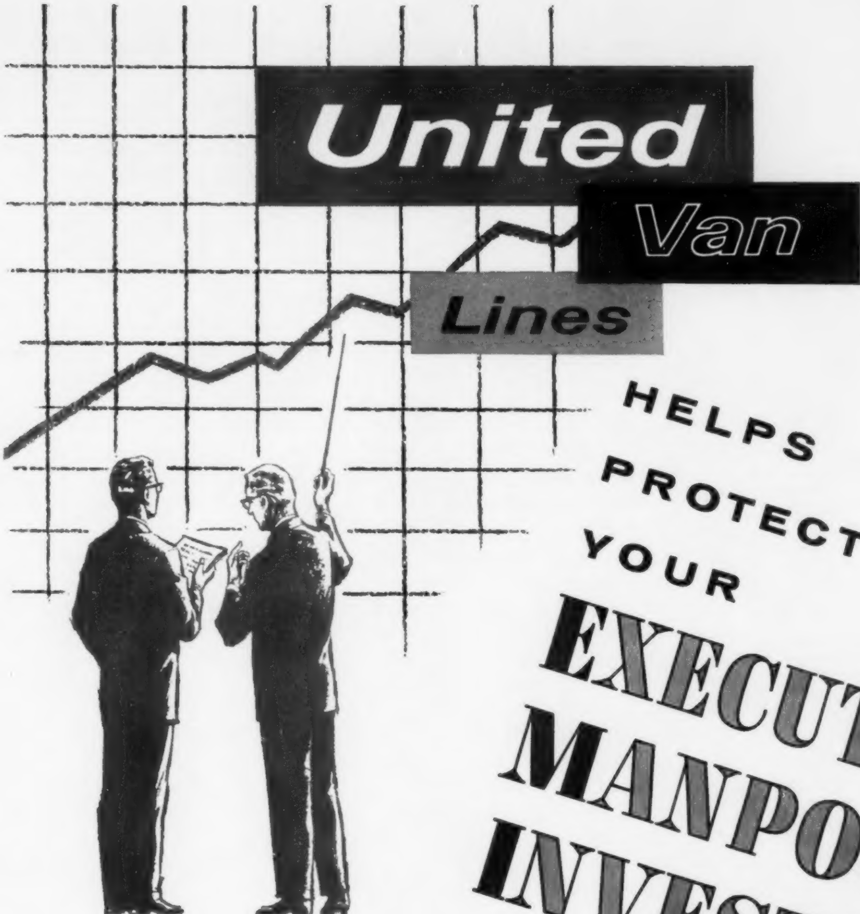
You're right. These new activities will make greater demands upon the already overloaded director of sales. But if we are to face his time problem of tomorrow realistically, we must first examine what new time burdens the future will bring. We are all familiar with today's demands; to these we must add the new ones just mentioned, plus, perhaps, others we have not foreseen—and only then do we have a clear picture of tomorrow's total time problem.

Now the key question is: If the executive can't lick today's time problems, how is he possibly going to master the heavier time load of the new day?

Let's examine some common sense steps he can take, in fact, must take:

First, he must face his problem and decide to do something about it. Without that step, there is no hope for improvement.

Second, he must build a list of his time-taking tasks, arranging them in categories of importance; such as, let's say, the Essential, the Important, the Ought-to-be-done, the Un-



HELPS PROTECT YOUR

EXECUTIVE MANPOWER INVESTMENT

The expense of transferring an executive must be measured in more than the mover's bill. Time lost from the job can be the real cost factor.

That's why United Agents put special emphasis on conserving executive time and talent. They "Pre-Plan" each move in precise detail. Skillfully pack all "breakables"... pad all polished surfaces ... keep furnishings wonderfully fresh and clean in the world's only SANITIZED* vans. And centrally-dispatched, straight-through service gets the shipment there *ON SCHEDULE.*

Perhaps you've been losing dividends from your manpower investment. Protect them today! Call your nearby United Agent. He's listed under MOVERS in the Yellow pages.

United Van Lines

MOVING WITH CARE EVERYWHERE®

INTERNATIONAL HEADQUARTERS • ST. LOUIS 17, MO.

*REG. U. S. PAT. OFF.

Ask your United Agent about his helpful Bette Malone Moving Consultant Service

"Miracle" Premiums Don't "Happen"... They're Usually Tested First!

by Donald L. Spotts

"Striking it rich" or "hitting it lucky" may work in gambling, but in the field of premium merchandising, the successful offer usually involves a lot more than Lady Luck. Over the years we have seen hundreds of self-liquidating premiums come and go. Their sometime lack of success, we believe, could be reduced in many cases, by less reliance on flying by the seats of one's Promotional Pants, and more willingness to approach premium selection with the tools of science and research.

Every year, we test the "pull" and appeal of dozens of potential premium items, with large, carefully selected sample groups. Only a few premiums pass this acid test; others, which "looked good" didn't make the grade, and are discarded. This background of modern testing methods, coupled with years of practical experience, gives us a head start in helping advise clients in selection of premiums that will do the job, for their specific product. Since we are associated with no manufacturer or seller of premiums, our experience, opinion and research data can help guide you to a safer, unbiased selection from firms that we have come to respect and trust down through the years.

This service, costs you nothing when you deal with SMC. Our research department and its data, plus our years of observation of hundreds of deals are all at your disposal. Why not reduce the element of chance and let Lady Luck work *for* you, instead of *against* you? Call me personally at

Spotts Mailing Corporation
2402 University Ave.
St. Paul 4, Minnesota

MI 5-5841 MI 5-5842

important, and the Non-essential.

With this rank order list before him, he will be able to take advantage of the most useful axiom in management thinking; **"Successful management arises largely from the systematic neglect of the proper things."** That is a negative and dramatic way of saying that tomorrow's sales manager must have a sense of values; he must put first things first. His inquiry each day must be not, "What must I get done?" but rather, "What can I safely neglect—or delegate to others?"

Third, he must implement the "systematic neglect" concept in several time-saving ways:

a. He will delegate every safely assignable task.

b. He will build up a specialized staff operation for gathering, sorting, analyzing, abstracting, and reporting facts about the business—a staff group which will supply him with "decision-making and control" material.

c. He will learn to use personal assistants. He will have the customary private secretary, and in addition, he will provide himself with an "assistant to the sales manager" who, at least symbolically, "sits across the desk" and catches those speedy and searing-hot verbal assignments which can be voiced in a few seconds by the manager, but which may require hours of the assistant's less-precious time before completed.

d. He will also have an administrative assistant who will serve on a higher level than the "assistant to" —this administrative associate to be less of a detail "valet" and more of an executive liaison man between the sales manager and his staff operations. (In smaller companies where the money is not available for a full-scale staff operation, the administrative assistant can often perform many of the more important staff functions of fact-gathering and processing.)

e. As an astute step in the advanced practice of delegation, the manager will see to it that he has adequate supervision in the field. Most sales forces are inadequately supervised; most field sales managers have too many men to manage. When one manager is handling more than ten men, the setup should be re-examined. Basic duty outlines, call-frequency patterns, type of service demanded—all these factors modify the necessities, but there is a ten-to-one chance that improving field supervision will take part of the time-burden off the now harassed top sales manager.

Fourth, he will institute a paperwork survey of home office, branch office and field. The results will amaze and appall him. He will discover that excessive paperwork is the curse of the sales operation: salesmen resent it; branch managers are night-Saturday-and-Sunday slaves to it; and the sales manager himself spends far too much time looking at papers that portray only a moment of his department's total activity, while his managerial attention should be reserved for abstracts and summaries which reveal significant trends.

Fifth, he will set about training his associates and subordinates to bring him the essence, not the details of their problems. And he may find it wise to follow the Eisenhower policy of training subordinates never to bring in a problem without also bringing a recommended solution.

Sixth, in a mood of humble objectivity, he will examine his personal potentialities for improvement. He will set about sharpening his reception, perception, recognition and relationships, on the side of "incoming" intelligence; and on the "outgoing" side, he will inaugurate a program to improve his skill in communication. This will include improvement in brevity and clarity of expression, and in the practicality and necessity of his assignments.

The incredible results obtained with the fast reading courses which are so popular today will give the ambitious manager some ideas of the tremendous possibilities of improving his own "mental instrument." And once he has made this improvement in himself, he will institute a similar program for those with whom he must work regularly.

Seventh, he will employ more of the modern tools for improving the effectiveness of his communication techniques. For example, he will use closed-circuit television as a means of holding meetings instead of consuming endless days traveling from one conference to another. The first cost will seem larger, but the eventual savings will be great. He will learn

(Continued on page 37)


BOTTLED IN SCOTLAND BLENDED SCOT WHISKY 86.8 PROOF IMPORTED BY CANADA DRY CORPORATION, NEW YORK
Give Johnnie Walker Scotch—that's the spirit!
Black Label or Red Label
Johnnie Walker
Johnnie Walker

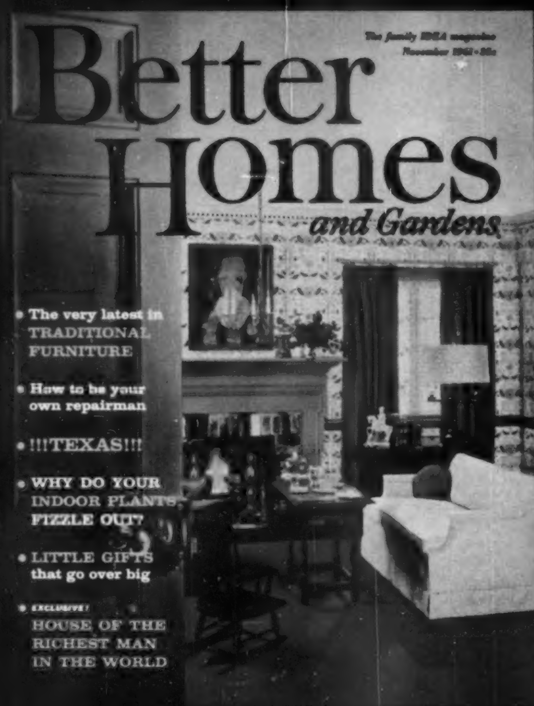
THE FAMILY IDEA MAGAZINE

They spring at you from every page of Better Homes and Gardens. Ideas! Just glance through a copy. You'll find ideas about food, furnishings, building, gardening, travel and *purposeful puttering*—all compellingly presented to interest you, your wife, *anyone* who is wrapped up in family living.

Nearly 15 million adult men and women—*like that*—turn to the pages of BH&G month after month. Actually, during the year, a *third of America*—the family-centered, top-spending third—look to Better Homes and Gardens for ideas about what to do and what to buy for a happier family life, at home or away from home.

And all this makes BH&G a very, very profitable place for advertisers to display what they want to sell. *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*

Where America shops for IDEAS that make SALES



NOW 9 EDITIONS AND OVER 5,500,000 COPIES EVERY MONTH

IDEAS IN ACTION

What's new for Hallowe'en?

Painted pumpkins—from a shocking pink flapper to a gilded China boy. Easy tricks to copy. Or use the whole pumpkin, sprayed with gold, silver or bronze paint, for a glamorous and long-lasting centerpiece. Spray leaves to match. Arrange pumpkin in center.

Look what's happened to the old tool shed

Attractive new design is "organization man's" dream. Features revolving rack for small hand tools, spill-proof shelves for garden chemicals inside right door. Collapsible table inside left door props up for work space. Long-handled tools hang safely out of the way on hooks set in perforated hardboard interior walls.

NEW VALUE ANALYSIS

OF INDUSTRY'S TOP MARKET PLACE

THOMAS REGISTER

OF AMERICAN MANUFACTURERS

The market place for industry "sits in" at buying time with the planning boards of major companies in every field.

- *In the "Over $10 million Capital Class" more than 8,000 copies of T. R. are in daily use.*
- *Of the 100 largest corporations, 95% use T. R. for buying.*
- *84% of industrial firms listed on the New York Stock Exchange use T. R. every day.*

Every day, America's major manufacturers gather in the T. R. marketplace — seeking information to help them buy. T. R. advertisers meet them there . . . making their sales presentations at the vital moment of buying action.

American Industry refers to Thomas Register over 70,000 times a day because:

• T. R. presents the only complete, single source of purchasing information . . . lists over 75,000 product classifications; *all products of known manufacturers in the United States.* (To insure completeness, no charge is made for product listings by a manufacturer . . . regardless of whether he advertises in T.R.)

• Over 48,000 advertisements, placed by over 13,000 companies, guide prospective purchasers to classified sources of supply.

• Over 10,000 pages of product descriptions in T. R. help classify the products for the buyer.

• Accuracy of T. R. listings speed inquiry-response. T. R. editors continually check listings with manufacturers – over a million lines of type are set each year to maintain complete accuracy.

• T. R. represents the combined efforts of more than 70 specially trained field men covering the country . . . it contains *6,000 more pages of product information than any ordinary "industrial purchasing directory."*

• An office staff of editors as well as 189 compliers and typographers collate and interpret the hundreds of thousands of facts each year. All are specialists–many with years of experience in developing T. R.

• Many advertisers find the cost per inquiry is lower than inquiries from any other single source.

• Every day, over $132 million worth of original non-routine purchases are made by industry . . . to locate sources of supply for this vast demand . . . subscribers refer to Thomas Register over 70,000 times a day.

• Thomas Register advertising rates are *58% lower than all other leading "buying directories".*

• American industry endorses T. R. by over-subscribing annual editions – assuring its use by over 80% of total American industrial purchasing power.

THOMAS REGISTER

THOMAS PUBLISHING COMPANY

461 EIGHTH AVENUE TELEPHONE OXFORD 5-0500 NEW YORK 1, N.Y.

ALSO PUBLISHERS OF INDUSTRIAL EQUIPMENT NEWS

(Continued from page 32)

to communicate with his managers through tape recordings, using audio messages instead of the much-detested mimeographed bulletins. (Our experience long ago convinced us that the recorded human voice in teaching, for example, assures infinitely greater attention than the printed word.) He will use more visuals, movies, slide presentations—appeals to both eyes and ears, instead of the "one-channel" approach to eyes or ears alone.

If the sales manager is a former salesman, and most of them are, he is very likely to carry forward into his manager's job certain of the work habits of his field selling days. He may insist on looking over every daily report of every salesman, almost always a great waste of managerial time. Or, he may tend to take over some part of an individual salesman's selling job and make a particular sale for him. This pleasurably inflates the manager's ego and, of course, may, at times, demonstrate to the salesman just how to put a fine polish on his selling technique. But again, upon most occasions, this is a great misuse of the manager's limited time.

In view of these ex-salesman tendencies, let us add two more steps which tomorrow's manager can take to save his all-too-little time:

Eighth, the sales manager will avoid looking over each salesman's daily reports; instead, he will depend upon his staff members to scan, summarize, analyze, abstract and highlight these reports, not for the purpose of revealing what an individual salesman did on a certain day, but to show the trend of the sales force as a whole, or the direction in which a division or district is going, or the progress of one individual for a significant 6-month or annual period.

Ninth, the sales manager will resist all temptations to show off his own skill by going into the field and doing an individual's selling for him. He will remember that, as a manager, he is responsible for planning for the training and drilling of the whole sales force, so that every salesman can do an effective selling job day in and day out.

And finally, there is one further step of great value as a time-saver, a step which not only saves hours but improves a manager's effectiveness.

ACB GIVES YOU THE "grassroot" information YOU NEED FOR BETTER SALES AND ADVERTISING RESULTS

ACB Reports give facts on which decisions can be safely made

Into ACB's receiving rooms each day comes the nation's daily newspapers — their columns laden with 1½ billion dollars yearly of retailer advertising plus ½ billion dollars of national advertising.

The advertising columns are read and checked and processed into ACB Reports—each Report made strictly according to the user's own specifications! More than 1,100 progressive concerns use ACB Reports to alter or confirm their sales set-ups and advertising strategies.

As you study an ACB Report, clear-focus pictures of situations like these are framed in your mind.

. . . What's gone wrong with retailer support in Jensen's territory . . . Competico is really advertising in the Atlantic States . . . the price spread in Dallas seems wide . . . why are we getting "skunked" in Tacoma . . . The Emporium in Macon is doing a standout job with our mats . . . our new man isn't bad according to this Report . . .

Wherever a product is sold through retail stores, there is a need for ACB Research Reports. Kroehler Co., world's largest maker of furniture, a user of ACB Reports for more than 15 years, says:

"ACB service has been extremely valuable to us as a means for increasing the amount of daily newspaper advertising run by our dealers mentioning our brand name."

Send for Big Free Catalog

ACB will mail you its big catalog describing its 14 different services and cost of same. It's a 48-page book that should be in every sales and advertising department. In addition it contains a directory of all daily newspapers plus the U. S. Trade Census breakdown of 1,769,540 retail establishments! Send for it—it's free!

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

353 Park Ave. South • New York 10
18 S. Michigan Ave. • Chicago 3
20 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5

ACB
The ADVERTISING CHECKING BUREAU INC.

New MARKET INDICATORS

. . . from a March, 1961, survey by Market Facts, Inc.

BUSINESS MARKET HIGHLIGHTS

- **101,250 (27%)** subscribers are engaged in manufacturing and allied industry
- **153,750 (41%)** are in non-manufacturing business (including 16% retail and 4% wholesale)
- **101,250 (27%)** are in the professions
- **Of non-professionals,** 195,000 (52%) are executives (19% owner, 6% partner and 27% corporate officer), 41,250 (11%) are major operating heads and 37,500 (10%) are technical, sales, farm and other
- **71,250 (19%)** are directors of other companies
- **318,750 (85%)** subscribers buy, specify or approve company purchases
- **337,500 (90%)** participate in planning firms' policies and programs
- Average number of employees is 127
- **161,250 (43%)** are with companies who locally operate trucks
- **187,500 (50%)** are with companies who locally operate cars

PERSONAL MARKET HIGHLIGHTS

- **20,000** is median size of community subscribers live in
- **Average annual** family income is $18,246 and median is $13,149
- **52 years** is median age
- **356,250 (95%)** subscribers live in one family homes and 326,250 (87%) own them
- **Average value** of homes owned is $28,733
- **165,000 (44%)** own income producing property
- **273,750 (73%)** own stocks, 180,000 (48%) own bonds
- **123,750 (33%)** have a brokerage account
- **48,750 (13%)** subscribers hold an elected or appointed community office
- **195,000 (52%)** are on school, hospital or church boards
- **108,750 (29%)** have municipal or institutional purchasing authority
- **363,750 (97%)** own cars and 202,500 (54%) own two or more cars

MUCH ADDITIONAL DATA AVAILABLE, INCLUDING BUSINESS AND PERSONAL OWNERSHIP PLUS . . . BUYING INTENTIONS OF A WIDE RANGE OF ITEMS

If you're looking for a new national market or a profitable supplementary market which you can sell effectively at low cost, this may well be IT.

$3.85 per-page, per-thousand buys THE ROTARIAN's 375,000 ABC circulation, quality atmosphere and top market. This compares with $5 to $16 for other magazines reaching a similar character of audience.

We'll be glad to share some case histories with you (for instance, the ad in a recent issue which pulled 840 sales leads inviting a salesman to call). Your letter or call will bring prompt and complete information.

The ROTARIAN

Official Publication of Rotary International

1600 Ridge Avenue

Evanston, Illinois

Tenth, the sales manager will learn to practice "management by exception." It is a well-known principle, which brings to the executive's attention only the unusual, the exceptional situation. Having delegated lesser jobs to others, as previously mentioned, he requests that: "If anything exceptional, anything outside the routine, any significant departure from standard practice shows up, bring it to my attention." If a salesman hasn't reported for two weeks and his field manager has not commented, such a situation qualifies as an "exception" and is brought to the manager's attention. He may even go further and have these exceptions brought first to the attention of his administrative assistant, the latter being instructed to bring to the "boss" only those matters which belong within his higher authority.

The foregoing provides a list of the more obvious steps which tomorrow's sales manager will be compelled to take in order to stretch the hours of his day to cover the expanded scope and the increasing complexities of his managerial job. Each executive will be compelled to find still other remedial steps—steps suggested by his own particular and specialized problems.

It is evident that these several steps are not mutually exclusive, a test which a perfectly organized list of remedies should meet. For example, appointing assistants, using staff functionaries, and employing "management by exception"—each is an aspect of delegation, but delegation includes much more than these steps.

The Mysteries of Delegation

As a matter of fact, delegation is such a badly misused word, and so poorly applied as a management device, that the subject should not be left without a thought or two on some of the corollary necessities.

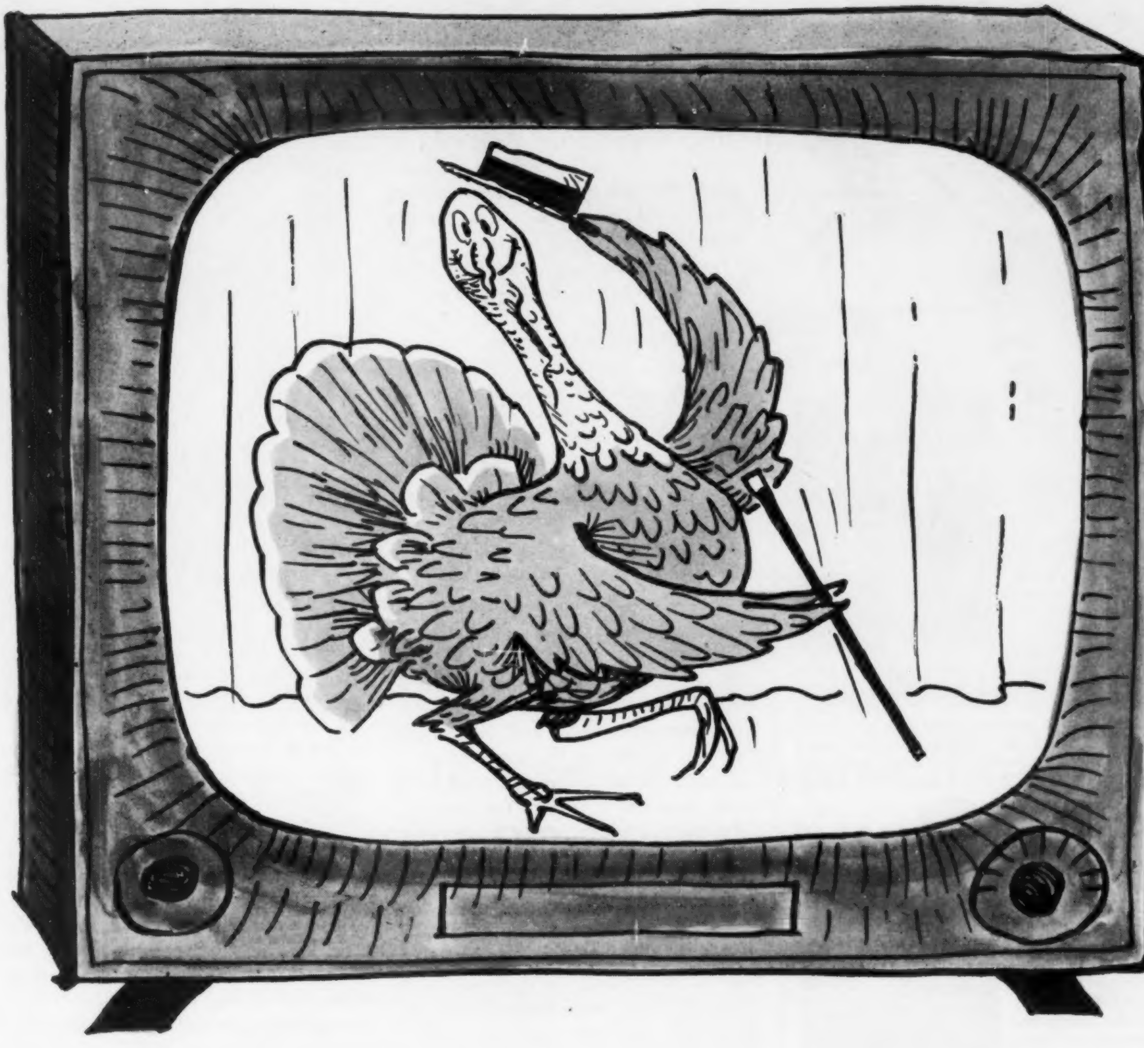
The first need for successful delegation is a firm conviction that there are many things in the day's work which can be done as well, or better, by others. The executive ego must not arrogate to itself the sole existing ability to perform the whole spectrum of sales management tasks. He must believe others can do the lesser jobs.

The capacity to let go of the deputable tasks is as necessary to the manager as the ability to perform the unassignable jobs effectively. The unwillingness to let go of part of the management responsibility is the first, and often one of the major hurdles in the path of the overworked executive. An unwillingness to let go is sometimes rooted in a subconscious fear, a feeling that by holding on to all the work, he can further point up his indispensability. Actually, of course, such a policy invariably reduces his effectiveness, which in turn threatens his tenure of office.

Admittedly, delegation often breaks down, and many a manager privately swears that it is easier to do the job in the first place than to do it over after a subordinate messes it up. This attitude, more often than not, is a rationalization made by an executive who doesn't believe in delegation and wishes to avoid it. Instead of damning it, he should consider the reasons for its ineffectiveness:

1. Sometimes, the person selected for the job has not had sufficient work experience, or has been poorly trained.

2. The executive's task assignment



These days, the price of a turkey is too darned high

You know that overrating ratings can lead to a hit show that reaches a costly quantity of non-prospects. And the cash register will ring up a turkey.

Also you know that even if you reach the right prospects — but with the wrong commercials — it's another kind of turkey. Equally costly.

You know, too, that the advertiser who does not move swiftly to get the right show, at the right time, may see his competition get the business. And he gets the bird.

In these days of spiraling costs, choosy consumers and speedy competitors — who can afford a turkey?

Doesn't it make sense to want a whole combination of smart programming, swift daring, and creative selling commercials?

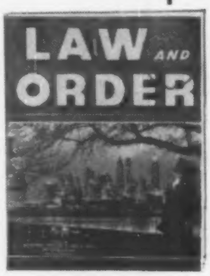
Don't you need an agency which is best equipped, on all fronts, to bring down your cost per sale — and bring up your profits from television?

YOUNG & RUBICAM, *Advertising*

CALLING ALL ADVERTISERS!

Be on the look-out for these 2 top salesmen wanted by America's Police Chiefs and City Officials

HOW TO SPOT THEM:



LAW and ORDER is written for the top police executives . . . those who annually spend over 2½ BILLION DOLLARS for police equipment and supplies. It is editorially stimulating and has been described as "a monthly textbook on law enforcement." From cars to radios to guns, if a police force can use it—LAW and ORDER can sell it. Last seen on the desks of 8,717 (BPA) police chiefs! Total average circulation of 16,588 (BPA) makes it the most widely read police publication in America. It is armed with sales ammunition . . . so don't approach it lightly.

BPA

MAYOR and MANAGER manages to get into the offices of 10,476 (BPA) of the top city officials in America who annually spend over 35 BILLION DOLLARS in community improvements. Reason for this: it is jam-packed with information directed solely at the buyers and planners for the 6,400 U.S. communities with populations of 1,200 or more. You can't miss it . . . it's informative, well edited, and high-up in getting to the heart of municipal management problems. The words really gotten around: to sell City Hall, tell 'em all about it in MAYOR and MANAGER.

For more details on these "most wanted" salesmen who really get around, contact:

MAYOR and **MANAGER**

LAW and **ORDER**

72 W. 45th St., New York 36, N.Y.
MUrray Hill 2-6606

is defective in clarity, scope, specificity, or do-ability.

3. The executive does not provide for formal follow-through and inspection of the work in progress. (In other words, he delegates the job and forgets it!)

4. The executive fails to provide for proper progress reports.

5. The worker fails to report difficulties and to obtain assistance.

In short, effective delegation is both an art and a science and requires the practice of a definite and experienced technique. The single source of the largest number of mistakes by associates traces to defective task assignment by the executive.

But delegation, of course, is only one of the remedies at the disposal of the sales manager to cut down the demands upon his personal time and to increase his level of personal effectiveness. The other remedies offer possibilities that cannot be ignored even if the manager is an experienced and successful delegator.

Taking Time to Think

Before the manager finalizes his new-day plans to save personal time and improve its utilization, let us suggest an added duty—a duty which many managers fail to include in their total executive task, and for which they pay heavily in the long run.

The successful manager must take some time just to think. Yes, time to think quietly alone, away from office and staff, out of reach of jangling telephones and buzzing intercoms. For the executive who wishes to carry this quiet period to its highest usefulness, we might say: "Save some time to NOT-think." A span now and then when the tempestuous stream of sequential thought can be abandoned, when the mind contains no problems, when he can sit alone, relaxed, gazing idly at the placid surface of a lake perhaps daydreaming, if you like.

It is during these quiet moments that his imagination gets its innings; the priceless faculty of intuition begins to work; and problems that have plagued the logical-thinking brain for months are solved in a flash. It is in these quiet times, not in the days of feverish physical and mental activity, that inclusive and practical themes are conceived; it is in these moments that bonuses are really earned.

In these away-from-his-desk periods, the sales manager will come forth with a new distribution plan, for example, that the trade will call "revolutionary." He will devise, in what seems to be a single flash of thought, a new incentive pay program for the sales force that puts extra drive into their efforts; he will develop a new price and discount schedule that galvanizes once-reluctant buyers into action. In these quiet times, he will reach the peaks of his creative thinking, giving to his administration that fine patina which others will call the glint of genius.

Include some "quiet time" in your new schedule, Mr. Sales Manager! It will prove your most creative time, your most productive time. The rest of your hours can merely implement what your quiet times give birth to. And if you fail to provide for some quiet time, it could be that you will find yourself with very little to implement except for the humdrum daily tasks which now weigh you down.

Quiet time is, again, only one of many solutions to the sales manager's shortage-of-time problem; but when he discovers that he can intuit, in a moment, dynamic ideas which hundreds of hours of work-burdened days have failed to produce, he will realize that he has mastered a technique that is, indeed, the greatest of all time-stretchers.

As a matter of fact, there is no reason why today's sales manager should not check this list of time-saving devices against his own current practices, and set about at once to garner a few extra productive hours out of his present work-week. The need is already great; the remedies bare no release date, so that the sales manager need not wait until tomorrow to find them helpful. Today is none too soon to begin the improvement in time management which will help solve the burdens brought by tomorrow's greater pressures. ◆

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MINIMUM ORDER 100

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Branches
• 469 E. Ohio St., Chicago 11, Ill. • Tel.: 467-5765
• 24333 Narbonne Av., Lomita (L.A.), Cal. • DA 5-0381

How one idea gives Budweiser® a head start on competition

Hankscraft display motors put this simple motion into a point-of-purchase display for Anheuser-Busch, Inc. It was a moving experience. Moved more Budweiser® off the shelves. Kept this happy brewer moving along well ahead of competitive brewers.

Think what "motion on display" can do for you . . . providing the final impulse so many consumer products need . . . tying in and coordinating with the rest of your advertising efforts . . . completing the full circle of consumer impressions at the precise point where an impression *must* be made!

Here's the best part: Hankscraft motors, powered by a single flashlight battery, generally do the job for less than a penny a day.

Our job is making displays more effective . . . getting more shopper attention and more buyer action for your dollar of display investment. We make the motors that do this job. Your printer, lithographer or display house will make the displays.

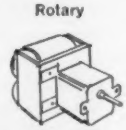
Like to know more about the Budweiser® Story? Write to Hankscraft for some interesting figures.

HANKSCRAFT CO.

DISPLAY MOTOR DIVISION • REEDSBURG, WISCONSIN

Oscillating

Rotary



AC

PUT MOTION IN YOUR DISPLAYS TO KEEP YOUR PRODUCTS IN MOTION

HANKSCRAFT COMPANY
Display Motor Division, Dept. SM-111
Reedsburg, Wisconsin

Gentlemen:

☐ Please send details on the Budweiser® Story.
☐ I'd like to know more about "Motion on Display."

Name ....
Company ....
Address ....
City ....State ....

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SALES PLANNING AND CONTROL

By RICHARD D. CRISP
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Just Published. Here's a comprehensive marketing guide that shows you how to measure and control territory sales, reduce marketing costs, and increase sales through planning. This timely book discusses important trends that have strikingly changed the role of marketing in the total management process today. Topics covered include marketing research, sales performance, marketing indices, field sales activities, and industrial marketing. In addition, you'll find new control approaches and techniques used successfully by companies that do outstanding jobs of marketing-management. Also discussed are the changing nature of marketing-management, how to reduce marketing costs without losing effectiveness, how to convert obsolete sales territory maps, and much more.

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Shape of '66

(Continued from page 14)

will continue to gain sharply—up about 9 million by 1966.

Mere growth in numbers is not of itself a guarantee of our economic future. But, in the instance of the 5-year period ahead, the fast rise in totals of these key age groups will be accompanied by a great expansion of plant, industrial production and spendable income. Spending for business plant and equipment is expected to advance from $36 billion in '60 to about $53 billion in '66. Total construction, which reached $55 billion in '60, is expected to move up to about $84 billion, with housing advancing from $22 billion in '60 to $29 billion in '66, and public construction running from $16 billion in '60 to $28 billion in '66.

Industrial production is expected to run from 108% of the 1957 average in '60 to 138% of the 1957 average in '66. Manufacturers' sales, which were at $365 billion in '60, are expected to jump to $490 billion in '66, while the industrial price average moves only from 128% of the 1947-49 average in '60 to about 140% in '66. Corporation pre-tax profits, which were at $45 billion in '60, are expected to reach about $67 billion in '66, while corporation dividend payments, at $14 billion in '60, are expected to rise to about $22 billion in '66.

Average hourly pay in manufacturing, which reached $2.29 in '60, is estimated to be at approximately $2.85 in '66, while cost of living registers no great increase—from 127% of the 1947-49 average in '60 to about 140% of that average in '66. The spendable income of the population will rise dramatically—up to an estimated $486 billion, compared with actual spendable income of $352 billion in '60. That would make per capita spendable income of $2,430 in '66, compared with $1,944 in '60.

Under the stimulus of high current income and liquid reserves which were built up to record-breaking figures in the decade of the '50's, retail sales will trend strongly upward in the next five years. A $310-billion total of retail sales is visualized by '66; in '60 it was $220 billion. Soft goods retail sales are expected to move up to about $200 billion in '66, compared with $149 billion in '60. Hard goods retail sales should rise to about $110 billion in '66, compared with $71 billion in '60. Consumer spending totals for services are expected to climb to a big $187 billion, which would compare with $132 billion actual in '60.

Spending by Federal, state and local governments will continue rising in the 5-year period ahead. A great space-development boom will be under way. We will get very close to even with the Russians with our spacecraft; perhaps they, and we too, will achieve a moon landing in this period. The moon will be considered for development as a stepping stone to outer space, and bickering with the Soviets over this is likely. Large defense expenditures will continue—up to about $54 billion in '66, compared with $45 billion actual in '60. Total Federal spending for goods and services will hit about $140 billion—up from $100 billion in '60.

State and local spending will soar, too. Pressure from the burgeoning population will be immense, involving more schools, recreational facilities, streets, highways, sanitary facilities, administrative buildings, etc. An approximate $72-billion record-breaking spending total is projected for '66 by states, cities and communities. In 1960, the total was $47 billion. Taxes will go on rising.

The "hallowed" half-trillion figure for gross national product—the total spending for all goods and services in the U.S.—will look relatively puny by '66, when GNP is expected to attain the huge total of $687 billion. GNP for 1960 was $504 billion.

The preceding factors assume no war on a large international scale between top powers. They do, however, assume for the next five years a period of armed and hardly peaceful coexistence with communism. Price changes over the years ahead are taken into consideration and are built into the gross national product figures. A major inflation is not feared, in view of the great peacetime producing capacity of this nation, and, in fact, of the world—in relative peace.

Since 1937 we have had three cycles in the cost of living and six cycles in both business and the stock market. The cost of living has not dipped since '55, being unaffected by either the 1957-58 or 1960-61 business recessions. However, the rise in the cost of living has been a modest one of only a little over 11% in six years. In no other 6-year period since the recovery from the depression of the '30's has the cost of living rise been so small. (Continued on page 44)

But we're already reaching your people!

Sure you are! SUCCESSFUL FARMING subscribers read general magazines and newspapers, own television and radio sets. *But reaching isn't selling!* Mere circulation is no substitute for influence. The medium has much to do with the effectiveness of your advertising.

General media afford information and entertainment. But SUCCESSFUL FARMING means business—farm business. Every issue has news of new discoveries, methods, machinery—case histories and actual instances of planting, fertilizer application, pest controls, livestock, automatic feeding, materials handling, marketing methods and futures—that save work, increase yields and income. SF has been helping farm families make more money, live better for fifty-eight years—has earned a respect and response unmatched by any other medium.

General media are edited for urban families, SF for farm families, whose needs are quite different. SF recipes have larger portions, for larger families, engaged in outdoor work. SF housewives cook three meals a day, entertain more at home, wash every day, plan their buying in advance; need different kitchen layouts and facilities, and every labor saving device they can find. They are more interested in their husbands' businesses—in the midst of which they live. And SF articles are clipped, filed, consulted again and again.

SF subscribers number only 1,300,000—but their estimated average farm cash has been 70% above the national farm average for more than a decade!

If your advertising is not as resultful as it should be, try SUCCESSFUL FARMING. Any SF office can give you the details.

SUCCESSFUL FARMING . . . Des Moines, Chicago, New York, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.

KEEPING UP WITH MRS. JONES ?

Mrs. Jones, of course, is America's most-pursued customer . . . the young wife and mother in the middle-income bracket who wears out the cash registers in suburbia's busy shopping centers and in urbia's bustling supermarkets. That's where you catch Mrs. Jones . . . and that's where Mrs. Jones buys Family Circle. (Over 6,000,000 single-copy sales each month in 27,000 chain and independent supermarkets.) She's a faithful reader of Family Circle—because it's her basic handbook for homemaking. (With its "strictly-service" editorial policy, Family Circle delivers homemakers only. Who else would want to read it?) And she trusts Family Circle ads. She consults them...and acts on them. That's Mrs. Jones. With the help of Mr. Starch and Dr. Dichter, we've gotten to know her pretty well. But does she know you? Do you have the right advertising vehicle to reach her? You do if you're riding in Family Circle. And if you're not— well, jump aboard and let us introduce you to millions of Mrs. Joneses.

Family Circle FOR

Even in the fiscal year which ended June 30, 1959, when the Federal Government incurred a deficit of $12.5 billion, the cost of living rose only about 1%, and in the subsequent fiscal year it rose less than 2%. These findings suggest that deficit spending does not necessarily mean higher prices, especially at a time when there is both surplus productive capacity and a more than adequate labor supply.

Assuming, however, a heavy wave of inflationary pressure from more defense spending, state and local spending, and business and individual spending, the Administration would not hesitate to raise taxes and interest rates, and resort to specific controls, if necessary. By the same token, this Administration is seeking a sharp step-up in the nation's growth rate, and, if it is to be consistent, it will not tend to stifle business expansion.

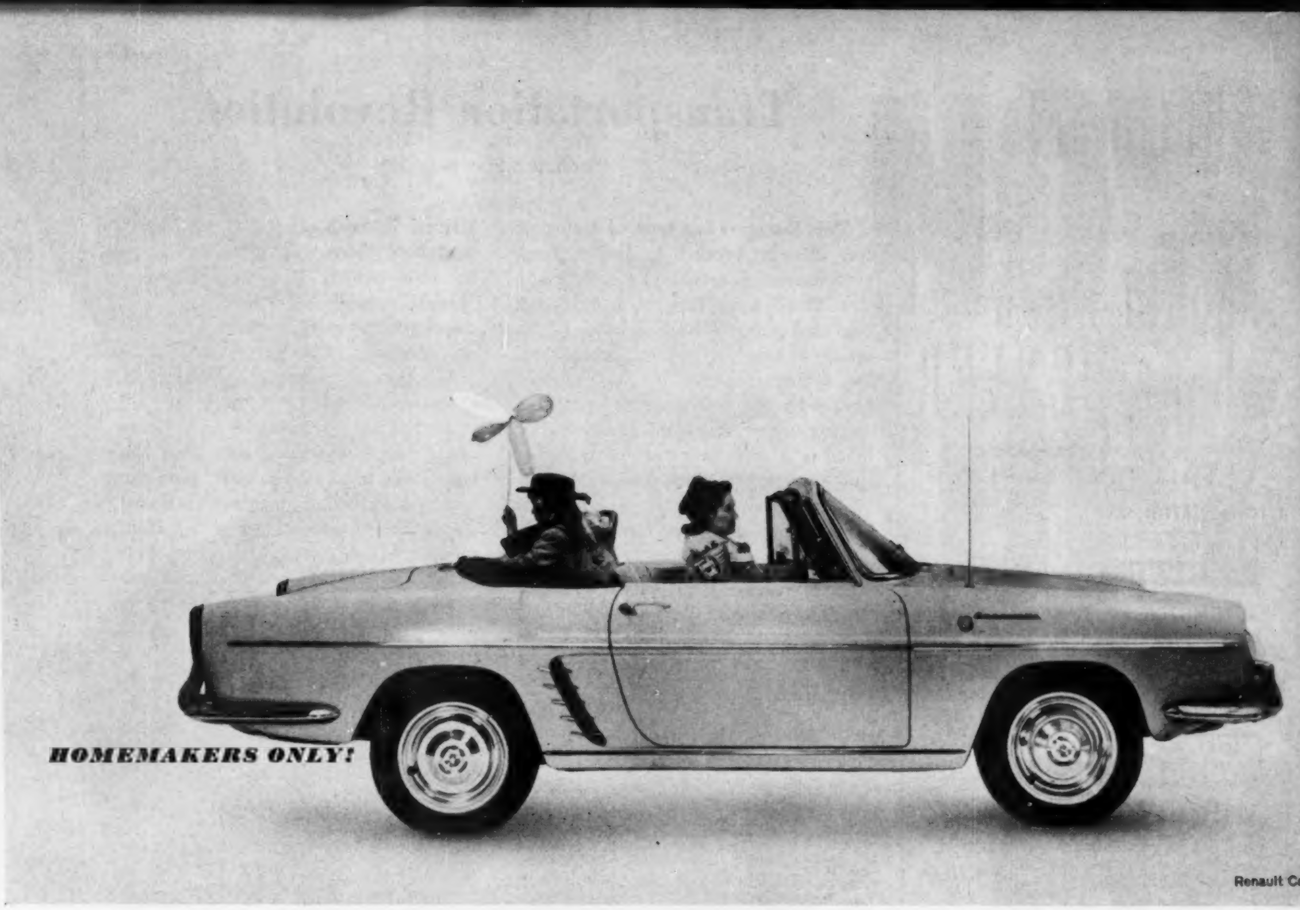
Big spark to the boom ahead will be the research and development expenditures of the past (in many instances, just now beginning to be felt) and the massive expenditures projected. Over recent years we have been pouring money heavily into research and development, and many of the newer products are barely on the horizon. As the whole research and development trend magnifies in the years ahead, markets may reach log-jam proportions. The research and development expenditures of 1960 were record-breaking, at $14 billion; but by '66 they will have attained about $29 billion!

As management views the potential jump of more than one-third in availability of goods and services over the next five years, it may logically become nervous about how this great volume can be marketed. Advertising expenditures, of course, will boom. By 1966 they may well be close to $17 billion, compared with total expenditures of $12 billion in '60.

In this tremendous volume of communication, it is possible that some products being advertised will scarcely be seen or heard. Promotional approaches will have to be sharpened; brilliant marketing will be at a premium as management grasps the possibilities of a research-and-development revolution and translates them into greater products reaching greater numbers of increasingly better-educated and more sophisticated people.

The market place of the years ahead will be tremendously competitive as new products crowd in and push the old into limbo. While the great improvements of old products will virtually annihilate the slow-moving developer and marketer, there will always be brand new products on the horizon. Perhaps as many as 30% of the things Americans will buy in '66 are hardly on the drawing boards today. For example, miniaturization development may be fantastic in shrinking sizes of many bulky electronic products. Already an ultraminiature experimental transistor has been developed, so small that as many as 20,000 of them can fit on a postage stamp.

Automation will continue to move ahead strongly. Its recent amazing strides are quite well known. A room-



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size computer can provide market statistics in three days; three years ago, the same job took a crew of statisticians ten months, by which time most of the figures were outdated.

Of most significance to the market planner is the expectation that there will be no major depression over the 5-year period ahead, though there may be an inventory cyclical-dip or two, producing mild recessionary but quite short-lived tendencies.

We no longer have the conventional economy that bred conventional cycles. We now safeguard our savings deposits, we provide unemployment compensation, we provide social security for the aged, we provide major disaster insurance and death insurance to protect survivors, we fatten private investment with Government investment, and we manipulate the money supply and interest rates.

Of course, there are problems ahead, other than the obviously terrible one of continued world tension and possible World War III. We will have to reckon with the market saturation of some goods, high consumer debts, high unemployment and rising automation, possible higher taxes, farm surpluses, unbalanced budgets, draining of some of our natural resources, and growing world-wide competitive strength, among others. But, we will live with them and at least partially solve them from time to time as we have in the past, and attain greater business heights than ever before.

For a long foreseeable time we are going to have the butter-and-guns economy that accompanies international maneuvering for position. This is hardly a nerve tonic, but it does help make employment, spendable income and new records in gross national product.

To the extent that surprise unforeseen developments take place, such as disarmament, or war, or a very great, revolutionary invention, appropriate revisions can be made in the estimates and long-range plans.

Assumptions made, however, represent reasonable economics in the light of today's knowledge, and the writer believes that, if anything, the statistical estimates we show for 1966 are conservative. It might be appropriate to point out in evaluating these data that most of us have been guilty in the past decade of grossly underestimating the ability of our nation to grow and consume.

The majority of us underestimated the intensity of the demand for goods and services that were not available during World War II. Then we were guilty of thinking that once those pent-up demands were filled there would be a decided slackening of business and sizable reductions in the nation's spending for goods and services. Generally, too, the baby crop and marriage totals since 1950 were grossly underestimated—and the impressive net result has been that sales generally reached have been materially higher than the sights set by the very large majority of leading economists in Government and in private business. So, for '66, don't fail to keep those market sights UP! ◆

what every sales executive should know about DENVER

METROPOLITAN AREA
SALES PER CAPITA

GAS STATION:
CINCINNATI
DENVER 19% HIGHER

AUTOMOTIVE:
SEATTLE
DENVER 37% HIGHER

LBR., BLDG., HDW.:
DALLAS
DENVER 29% HIGHER

DRUGS:
MILWAUKEE
DENVER 54% HIGHER

RETAIL SALES:
SAN DIEGO
DENVER 17% HIGHER

You expect Denver's per capita sales to exceed the national average. And they do, in *all* categories.

But you may be surprised . . . and, more important, you may also find a lead to some of that increased business you are looking for . . . when you compare Denver's per capita sales with those of other good markets.

For example, compare per capita sales in Denver with such metropolitan areas as Buffalo, Cincinnati, Dallas, Kansas City, Milwaukee, Pittsburgh, San Diego or Seattle. The results, some of which are charted above, clearly show why the Denver market is worth going after.

Here is a growth market that offers you unusual sales opportunities both now and for the long pull. And serving this market is one of America's great newspapers whose effective and economical coverage can help you achieve your sales goals.

DP-322

Transportation Revolution

(Continued from page 21)

This fast-growing type of transport has already proved to be of great significance. For example, one of the Big Three auto makers a year ago canceled plans to build a huge southwestern assembly plant because of the savings realized by serving that area with the new auto racks.

This same skeleton car could be used as a container carrier, both for the smaller, boxlike containers and big piggyback vans and trailers. Tests have been under way for some time on a flatcar-container combination that would haul 16 containers for Railway Express.

Or, with a couple of simple steps, this skeleton car could be turned into a lightweight, super-size (80 ft. long instead of 50 ft.) boxcar. Because the underframe would absorb all the shock of coupling, the body could be made of lightweight metal such as aluminum and include the all-door side feature. It would, in effect, be a giant, semi-permanent container which would afford protection for other, smaller containers and packaged freight loaded within. Such equipment is being designed at this moment for another big auto company, which plans to use it for shipping containerized loads of auto parts.

Other kinds of cars for other uses are being developed, too. There are new, pneumatically unloaded, covered hopper cars for bulk commodities (including such foods as dry dog-food, flour, rice, cereals, sugar, etc.) which end shipping package and breakage problems by enabling the manufacturer to ship in bulk and package his product at the distribution point in the field.

►And the railroads are going modern in other ways. Schedules, rates, communications are all being altered to better serve the shipper. One road, the Denver & Rio Grande Western, has just completed a $1.5-million combination of microwave radio relay, high-speed facsimile transmission and a large-scale electronic computer and teletype into a system which, among other things, enables shippers or consignees to determine the exact location of any freight car on the line in from 15 to 50 seconds.

Air freight, too, is taking giant strides. As with other forms of transportation, there will be no one point in time which can be labeled a "breakthrough", but every week sees developments which make it possible for more and more marketers to take profitable advantage of air freight.

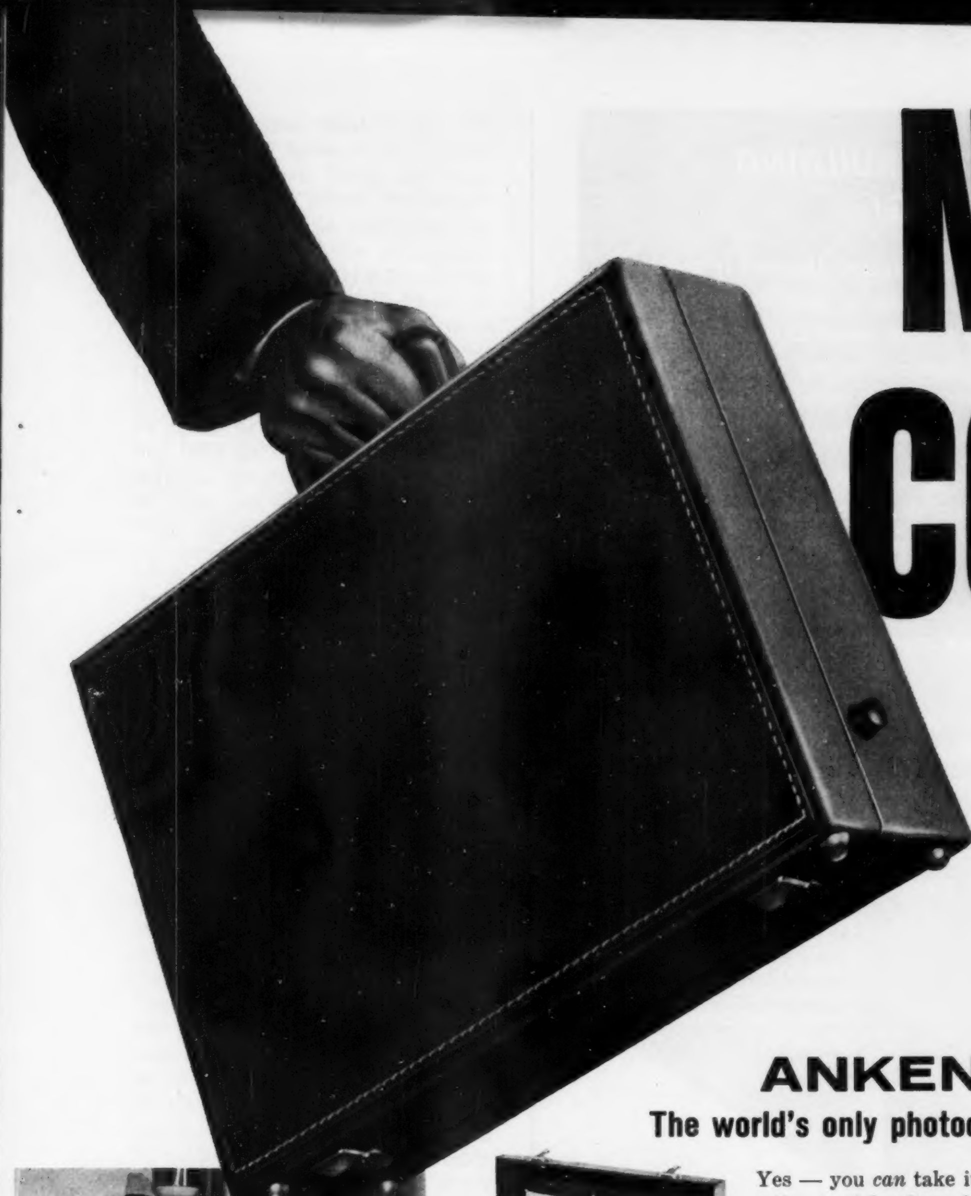
Rates have been plummeting all year. Not all commodities have benefitted, nor have all flights. But the consistent downward drive, plus the fact that the Civil Aeronautics Board has recently pulled the floor out from under domestic rates, guarantees that lower and lower rates will continue to make it profitable for an increasing number of products to go by air. The not-too-old rule of thumb that only a stock item worth more than $1 a pound is candidate for air freight to points more than two days away by surface transit is already becoming obsolete.

►Of course, the big marketing story in air freight is still the same: that it is the total cost of distribution, and not transit costs alone which determine true value. The speed and efficiency of air freight, coupled with modern, high-speed communications, has in some cases led to a one-day order cycle and the almost total elimination of warehouses.

The classic Raytheon case is the most obvious example. The combination of electronic ordering and air freight developed by that company in conjunction with American Airlines has resulted in a 50% reduction in inventory investment, a-quarter-of-a-million-dollar annual savings in distribution costs (including what was saved by elimination of field warehouses), and an attractive 24 or 48 hour service which has given Raytheon its pick of the nation's top electronics distributors.

Confidential cost studies conducted by a major manufacturer of large appliances demonstrate a similar application of air freight which, if not feasible right now, will certainly be possible within the next few years.

Every dealer would be directly linked electronically to a regional communications center, which, in turn, would be hooked up with the manufacturing center. The customer would choose the appliance he want-



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HANDSOME! Natural luggage finish — in brown.
COMPACT! Just 17½" x 12¾" x 4¾".

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NEWTON, N. J.

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City_____ Zone_____ State_____

SM-11

WHEN THEY'RE BUILDING THEY'RE BUYING!

American School Board Journal is the only school administrator's publication keyed editorially to school construction and maintenance . . . guaranteeing coverage in all school districts where construction is under consideration or in progress.

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ed from a basic selection of floor models. Information on the basic model he chose, plus the color and accessories desired, would be immediately sent in code to the communications center, which would instantaneously relay the information to the factory.

At the factory, basic models would be assembled according to a set production schedule. Then colors and accessories would be added on a semi-custom basis, with all orders received during the morning filled during the afternoon. Each evening, orders filled during the day would be loaded aboard aircraft for the flight to the reception center nearest the customer. Planes would be met by dealers' trucks, which would then deliver the product to the customer.

In many cases, customers placing orders one morning would receive their appliance the next. The only warehousing involved would be a minimum amount required for dealer storage of items which could not be delivered immediately.

As is the case of railroads, equipment will tell much of the story of air freight's progress. On the aircraft side of it, there have been no truly major events, nor are there likely to be for some time. But there has been steady progress. A few all-cargo lines, the biggest of which is Flying Tiger, are now putting turboprop jets like the Canadair CL 44 and the British-made Argosy into service. Both of these aircraft are not only faster in the air, but speed up the loading and unloading process by opening up at the end of the plane rather than in the middle.

The passenger airlines, which still carry the great majority of the cargo, have achieved plenty of airlift by converting obsolete passenger planes, such as the DC-7 and Constellation, to freighters, and by carrying cargo in the big bellies of passenger jets. This abundance of lift has created a situation in which most of the lines are growing increasingly anxious to make air freight more than just a sideline.

►Many are planning or building bigger more efficient facilities now, and at some point within the next decade most of the major carriers are certain to acquire new, much bigger jet freighters. These will definitely be accompanied by tailor-made automated ground-handling facilities

which will enormously speed up the now tedious loading and unloading procedure and permit an airline to offer even faster service as well as make more use of its equipment.

The trucking industry, in spite of its internecine wars and a big growth period just past, will have plenty to offer in the future. The mere fact that during the next ten years a total of 30,000 miles will be added to the already big (about 11,000 miles) Interstate Highway System assures the growing value of motor transport.

Right now, truckers are beset by troubles. The growth of "gray-area" (non-certified, illegal and "borderline") truckers has hurt business, as has the growth of private, company-owned truck fleets. There are difficulties to be ironed out in the fast-growing piggyback area (of five recognized piggyback plans, none is favored by truckers, railroaders and shippers alike), and truck lines are bitterly competing with railroads to hold much of the business they gained in recent years (example: fat contracts to transport autos).

But, somehow, the problems will be solved. Truckers will begin to cooperate with railroads and offer supplementary container carrying service, pneumatic bulk car service, and so on. They must concentrate on teaming up with other carriers to provide efficient, door-to-door transport service. If they don't, other carriers will undoubtedly find a way to do it without them.

The net result of these big and small changes will be a transportation system of direct concern to the marketer. The traffic man may still set schedules, pick the route and negotiate rates, but the over-all concepts involved will be so inextricably entwined with the marketing end of distribution that top-level marketing decision-making will be a must.

►Here are just a few of the ways in which major aspects of marketing policy will be determined by the transportation of tomorrow:

The big factors, of course, will be service and economy.

The vastly improved service that marketers will be able to offer their customers will be the direct result of greatly increased speeds and improved reliability. Until now, the manufacturer has been forced to absorb more and more of the inventory burden as cost-conscious customers

63 PERCENT OF DELAWARE VALLEY'S POPULATION LIVES IN THE SUBURBS

The Philadelphia Inquirer delivers your advertising to 27% more suburban adult readers than does any other Philadelphia newspaper.

Sources: 1960 Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company, Inc. based on over 70,000 interviews, 1957-60. (Summary of 1960 study available on request.)

New findings show why "USN&WR" continues to be...

The "most important" news

The best way to "get through" to the businessman today is to know what his important information needs are . . . to establish what *does* interest him, and why.

To get this answer, to find out more about these needs—and the sources for same—a major communications research project was conducted for "U.S.News & World Report" by the independent research firm of Benson & Benson, Inc., Princeton, N.J. It was conducted in consultation with the Advertising Research Foundation.*

From this study have come new findings of value to all advertisers with something to say or sell to American businessmen, the people whose executive responsibilities and high incomes reflect today's most active business and personal buying power.

Some of these findings are highlighted in the charts on the opposite page. They help explain why so many major advertisers, whose advertising target is the American businessman, are placing their campaigns in "U.S.News & World Report," and why more and more of them consider it to be—

. . . the most important magazine of all

U.S.NEWS & WORLD REPORT

America's Class News Magazine

Now more than 1,200,000 net paid circulation

**Personal interview study, conducted not among "USN&WR" subscribers but among corporation presidents selected at random from Dun & Bradstreet's "Million Dollar Directory." This directory lists the executives of some 21,000 firms with an indicated net worth of $1 million or more.*

magazine for today's businessman

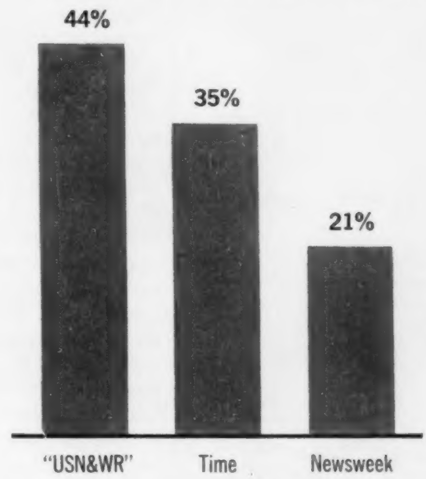
Businessmen find these five areas of information most important to them in their management responsibilities:

Trends and developments in:

- **economics and business**
- **finance**
- **government and politics**
- **labor-management relations**
- **world news**

Four out of five of the presidents interviewed use the news magazines as information sources. And of the news magazines, the study clearly establishes "USN&WR" as the ONE magazine "most important" as an overall source of information, and the ONE preferred source for each of the five information areas.

The ONE magazine "most important" as an overall source†



Base: All corporation presidents who voted.

The ONE preferred source for each of the five information areas†

Percent of businessmen voting for:

	"USN&WR"	Time	Newsweek	No Choice
Economics & Business	48%	23%	20%	9%
Finance	50%	15%	25%	10%
Government & Politics	51%	22%	16%	11%
Labor-Management Relations	36%	28%	26%	10%
World News	43%	26%	20%	11%

Base: For each area, presidents using at least two news magazines.

†For a copy of the complete report, ask your advertising agency or contact one of our advertising offices.

Advertising offices at 45 Rockefeller Plaza, New York 20, N.Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

began placing smaller, more frequent orders. With overnight delivery more than just a possibility, neither supplier nor customer need be buried under a mountainous, expensive inventory.

Orders will arrive on time, too—there's less chance of their going astray when they are containerized and the trip time is shortened. Merchandise will suffer far less damage, and pilferage and soilage will no longer make orders incomplete and expensive returns necessary.

As more and more marketers find they must compete on the basis of delivery time and shipping costs, faster deliveries at lower costs will prevent their being squeezed out of lucrative geographical areas because they are too far removed physically from those areas.

Costs will go down, too—costs to the customers, costs borne directly by marketing, and those absorbed by the supplier company. Shipping costs will go down, and these savings can either reduce the customer's bill or be added to the supplier's profit. Field warehouses will be all but eliminated in many cases, thus removing a heavy marketing cost and taking a big administrative load off the sales manager's shoulders.

And, with the elimination or substantial reduction of inventories in the field and at the factory, the distortion created by compounded errors in demand prediction and time lags between demand build-up and production speed-up will be reduced or wiped out completely. With the end of this now-common distortion will come a vast reduction in the need for expensive special handling of hurry-up orders, costly over-production of certain items, and the resulting confused production (hence delivery) schedules.

Decentralized production facilities, too, would no longer be nearly so necessary, and with their reduction would come considerable savings to the company as a whole.

►What is of greatest importance to the market planner is the teriffic amount of market flexibility created by the transportation revolution. As the importance of field warehouses diminishes, he will no longer be tied to specific areas as their importance wanes or as other areas grow in importance. And, as improvements in transportation come thick and fast in the years ahead, he will have his hands full riding herd on the changes and spotting new opportunities they have created. Indeed, even the salesman will find that containers, air freight and better rail and truck service materially affect not only his relations with his established customers but also his approaches to prospects.

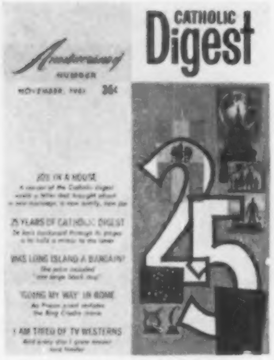
Prices, too, will feel the impact of change. For example, containerization alone should make the carload discount only one of several volume breaks. Lots as small as one containerful should call for rebates on the single-item price. Applied over the whole spectrum of order sizes, these additional volume breaks should permit a much more finely broken down price schedule. In addition, there is a strong possibility that many carriers will be pushing to eliminate commodity classifications, thus reducing rates on many of these which are now excessively high.

►Not the least of the advantages marketers will gain from future changes in transportation will be a much simpler product introduction process. Fast, overnight or 2-day deliveries at regular rates should go a long way toward eliminating the problems of filling the distribution pipeline with new models, long delays in correcting shortages at key points, and, for that matter, the emptying of the pipeline of the old models before the new ones go on sale.

Naturally, not all marketers will be able to take advantage of this progress at the same point or in the same way. Some may actually be hurt by some changes. The one sure thing is that practically all will be affected in some way.

And, as these changes occur, it becomes more and more important for marketing to be aware of them, and to know what they mean. This means that marketers will spend more time and effort thinking about total distribution, and the part transportation plays in it. The distribution system costs the supplier, but, more important, it really is paid for by the customer. How much the customer pays—and what he gets for it—determines in large part whether or not he buys.

And whether or not the customer buys is not a problem for the Traffic Department. ◆ KMR



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AMERICA'S FASTEST-GROWING FAMILY MARKET

Total Catholic households are growing twice as fast as all others—over 35% increase in 10 years, compared to 16.6% U.S. average! CATHOLIC DIGEST, over 750,000 net paid, is edited for thorough family reading . . . contains 25 to 30 articles each month from the world's finest magazine, newspaper and book sources. At $1.75, CATHOLIC DIGEST'S cost per 1000 is one of the LOWEST in the entire magazine field. To sell MORE to *more households*, get all the facts on this special-interest publication.

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OF THE WORLD'S GREAT SALES, MANAGEMENT AND MOTIVATION EXPERTS ON LP RECORDINGS!

FIFTEEN different, 12-inch, LP records offering you top-notch sales training . . . executive guidance . . . and the keys to personal success and self-development.

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Shoppers make tracks for your product when you point-of-sell it in Westvaco corrugated displays by Hinde & Dauch Division. These colorful, compact units can sell a complete line or a single product. Easy to handle, too. They can come prepacked with merchandise, ready to set up and sell in seconds. Call or write H & D for ideas on your next promotion.

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Hinde & Dauch Division

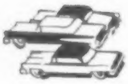
16 Plants • 42 Sales Offices • Sandusky, Ohio

Litho on Sterling Offset Enamel, 25x38-100

The most powerful selling force in print!

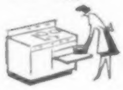
Are you getting your share of this great market?

EVERY 7 DAYS THIS WEEK FAMILIES BUY*:



82,885 new cars

$342,950,000 worth of food and groceries



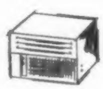
7,481 new electric ranges

43,577 new life insurance policies

17,654 new electric refrigerators

13,096 new food mixers

53,731 new radios



6,692 new room air conditioners

27,538 new TV sets

20,577 new vacuum cleaners

In THIS WEEK Magazine, advertisers of products like these reach more than 14,100,000 families week-after-week in the top markets in the country where 72% of all retail sales take place. Because of its enormous size and concentration, THIS WEEK Magazine sells harder for you where it counts than any other publication.

THE MOST POWERFUL SELLING FORCE IN PRINT!

CIRCULATION MORE THAN **14,100,000**

*Estimates based on Starch "1961 Consumer Magazine Report"—average weekly purchase.

People, Sí; Markets, Maybe

(Continued from page 26)

their contribution to society (and therefore earnings to themselves) so that they move up into the $4,000-to-$6,000 class, sheer numbers alone will not cause the "soaring Sixties" to orbit, nor will they cause sales managers' dreams to come true.

►Furthermore, the age group designated as the "key earners," roughly corresponding to our "middle years" group in Chart I, will experience a sharp drop (in numbers) and in proportion to the total. These are the workers whose earnings will go higher and higher every year, but who will be called upon to support a growing share of the non-workers. They will be supporting greater and greater numbers of young people, and helping young adults as well as senior citizens whose incomes may prove inadequate with the inevitably higher costs for goods and services coming as a direct result of the higher wages that will paid these key workers.

Combatting Unemployment

"People are a fine market, but a prosperous people are a better market," a prominent economist noted recently.

Six million more teen-agers, and an additional 6 million more early-20-year-olds, plus as many or perhaps even more young adults under 30—they mean an enticing market by 1970 only if the nation can create a sufficient number of jobs, at sufficient pay, for these young adults to become eager consumers of more than just necessities.

The challenge is posed to sales management and marketing in these immediate years ahead. It is not at all unlikely that we may suffer an even greater amount of unemployment than ever before, with the possible exception of the Great Depression in the '30's. More industrial workers will be displaced through technological change. Some industries may close down altogether; others will move from their present locations. Many of the displaced workers will be unable to transfer their limited skills to other industries. This is likely to hit older workers hardest—but at the same time millions of young people just coming into the labor force will have no skills of any kind.

Maybe the greatest challenge to sales and marketing management is to sell American industry on a vast program of training and retraining (beginning with our own marketing people, including our salesmen). Such a program should have special emphasis on practical skills for an age of technology. Whatever the cost of such a training program for and by industry, it would be less than the cost of 15 or 20 million unemployed and perhaps even unemployable in an age of dynamic technological change. Today's market cannot absorb the large number of unskilled or semi-skilled workers. The market of 1965 will be totally unable to cope with the vastly increased number of young people seeking work, unless they can be taught some worthwhile skill before they begin their approach to the labor market.

The relative importance of such practical training can be seen from Chart III. And while some may argue that this is not the primary concern of marketing management, we must constantly remind ourselves that the overriding task of marketing is profitable customer-making. People, even millions of people, without purchasing power, are not profitable potentials. To ignore the importance of purchasing power, or deny it, could well spell the failure of all our marketing plans when the influx of these war-time babies might, and should, spell bigger and better markets.

►And the inevitable shortage of key workers could well mean not only sagging sales, but lack of adequate manpower to take care of even what we will have.

No, not everything is rosy. New and better markets will not automatically follow, simply because we will have 35 million more people. People, sí; but markets? Maybe. And we will have to fight for everything we get—fight and plan as never before. ◆

PUT YOUR ADVERTISING IN THE NATION'S 6TH LARGEST CONSUMER MARKET...

THE AUDIENCE OF THE SUNDAY LOS ANGELES TIMES

NEW LONDON Plus Metro Dominance With One Buy!

It's New England's 2nd-fastest-growing Metro Area: New London - Groton - Norwich, with 44% population growth since 1950 (US Census). More than half of this surging metro population is in New London's 79,510 ABC City Zone, 90% DAY-covered . . . with just one buy!

The Day

NEW LONDON, CONNECTICUT

National Representatives:

JOHNSON, KENT, GAVIN & SINDING, INC.

"I don't know who you are.

I don't know your company.

I don't know your company's product.

I don't know what your company stands for.

I don't know your company's customers.

I don't know your company's record.

I don't know your company's reputation.

Now—what was it you wanted to sell me?"

MORAL: Sales start before your salesman calls —with business publication advertising

McGraw-Hill
PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC., 330 WEST 42nd STREET, NEW YORK 36, N. Y.

Autonomy in Canada

(Continued from page 257)

Kay feels that the "Hallmark Hall of Fame" is simply a must. But he concedes, "With a product such as ours we should be in women's magazines, and in full color. We eventually will, to get completely balanced in our advertising and marketing program."

Even though Canadian Hallmark works closely with the U.S. in advertising, about 90% of the Canadian company's advertising commercials are made from scratch, in Canada. This is mainly because of differences in local markets and product preferences.

• **New Products**—Here the Canadians believe they are particularly capable of running their own show. "We can't simply take everything the U.S. company comes up with," exclaims Bud Wiley of Johnson's. "We must look at it closely. We must make local market tests. We must determine the need for the product."

When Johnson's Wax in the U.S. came out with its new shoe polish line some months ago, the Canadian company refused to jump the gun. "We did a major market test. A competitive product was selling for two for 35¢; the Johnson Shoe Shine Kit was priced at 49¢ in the U.S. But we tested it at 59¢. We had to be very careful about which way we moved. We had to do a thorough test market job before we could make a big investment in this new line. We're glad we did—the product is doing well at 59¢."

When a Canadian operation is given full freedom on new product decisions, it can often score a sound success. Johnson's did this in the paste wax market in Canada. Its paste wax market equals that of the U.S. in volume.

In late 1958 Canadian Johnson's concluded that a second paste wax was needed on the market. The company made a market research study and found that Canadian housewives use paste wax on almost everything. They also have a lot of linoleum on their floors and wax it heavily and often. But existing waxes often discolored their floors and linoleum. The company came up with a completely colorless paste wax and ran blind product tests in the homes against several other unmarked brands. Johnson's received an overwhelming favorable response and went national with Klear paste wax in January 1960.

And the company is particularly gratified about this new product success because the U.S. Johnson's now has Klear paste wax in test markets.

Schick recently had an interesting case that illustrates the importance of having Canadian marketing management. Its U.S. company came out with a new Krona blade, in a new package, with new advertising and P-O-P displays.

"In the U.S. the big pitch is that this is a 'thin' blade," says Roland Meeke, "but we learned that, strangely enough, 'thin' has no appeal in Canada. So we are deleting the word from the package and ads and displays. We're also pricing it higher—10 for 49¢ against 10 for 39¢, but that's not so unusual.

"Incidentally," he adds, "we use two Canadian agencies, and I feel that this is important. It helps us in appealing to local tastes."

At McBee, too, the case is similar. "Suppose we thought of going into dictating machines, a related line," says President Lownsbrough. "We would show this to New York, with a complete study—forecasts, budgets, and so on. We would naturally seek their opinion, but we would make the decision—based on their advice."

Of course, he adds, "They're very glad for us to do any testing of new products. It costs so much less to do it here that we can be one big test market. This applies strongly in our field, but not nearly so much in consumer products."

• **Pricing**—Johnson's shoe polish sells at 10¢ higher in Canada. So do the Schick blades and many other products. Because of different costs and varying conditions, pricing has got to be put almost completely in the hands of the Canadian management.

At McBee, for example, says Lownsbrough, "We have complete autonomy in determining prices. They keep us informed of their price changes, but we make our own pricing decisions."

Yet he adds that in this area also, close coordination between the Canadian and U.S. companies is desirable. "Computer prices must be firmly related to U.S. prices. We can't sell at the same price because of import duties on the equipment they make for us in the States. But we have to be careful not to put our prices so high that we give a prospective customer the opportunity to buy a computer in the U.S., bring it into Canada, pay for duties and freight, and still beat our price."

• **Corporate Citizenship** — Because of different conditions in Canada, a U.S.-owned company needs a code of corporate citizenship that might differ considerably from that of its U.S. parent.

Many U.S. companies are criticized on certain aspects of their community relations, says President Ian Dowie of Canadian Breweries. He explains why: "In the U.S. there is still a great deal of entrenched wealth, but this is not the case in Canada. For example, Harvard can raise tens of millions of dollars, all from alumni, but a Canadian university must rely heavily on gifts from business and industry.

"Many U.S. companies have not adjusted their thinking to Canadian conditions. There is this weakness about centralized companies in the first place, but it is magnified in Canada. U.S. firms will have to realize their burdens."

The companies that are greatly decentralized in their Canadian operations have largely licked this problem. According to President White of Imperial Oil: "Good corporate citizenship may be more of an ideal than a practical way of life, but the company which is trying to achieve it can be readily recognized.

"And I might say that I think the average Canadian company with American shareholding is coming pretty close to this ideal. The great bulk of its staff are native-born Canadians. They and their personnel support local campaigns, contribute to universities and other causes."

And so it appears in virtually all phases of management: the U.S. company that lets Canadians run their own operation—with U.S. ideas and suggestions, without U.S. meddling and commands—usually has a lot fewer problems, and a great deal more success. ◆ JGP

Industrial Marketing

The Coming Struggle Against Sameness

In the next few years the industrial marketer will have to face one big, general problem that will far outshadow all others. It will be how to make his product wanted—specifically. This will, indeed, represent a growing and hardening of the same problem he faces today. But in the future it will become so overwhelming as to necessitate some fresh thinking and a new marketing approach.

The causes responsible for the growth of this big headache are hard at work today. In their still somewhat undeveloped form, they are similarity of product, of product availability, of price and of service. Bad enough now, these four conditions will intensify until "similar" becomes "identical," and the marketer who isn't prepared will be suffocated by them. This is what is happening:

• Product. The pace at which companies of every description are crisscrossing industry lines and going into competition with everything in sight is already dizzying. Merger and diversification have been bringing dissimilar corporations into the same arenas in incredible numbers. And it will really get rough in the years ahead.

After the war practically every industry faced a period of growth. After the initial surge was over, companies began to spread out into those truly "growth" industries whose expansion period was still ahead. Today, these glamour fields are too bloated by profit-seekers to be attractive, and growth-minded companies are tripping over each other in their race to seek out new bonanzas. To be sure, new growth areas are cropping up—but at less frequent intervals. And, as companies intensify their search for untapped potential, they will tend more and more to overpopulate practically every industry. With them, of course, will come the inevitable flood of industrial products similar to those already on the market.

• Availability. The day of the sale that is made because the supplier is closest to the customer—and therefore able to offer fastest, cheapest delivery—is drawing to a close. The innovations in transportation coming up in the next few years guarantee that delivery time will shrink, reliability will improve, and the differential in cost and time between hauls of different lengths will be reduced to a minimum.

• Price. This area is already about as rigidly identical from company to company as it can get.

• Service. The big trend now, of course, is to service. But it is already quite apparent that purchasers want some services more than others—and competing marketers are rushing in with virtually identical service packages today. As the number and type of services a supplier is able to give does have limits, there is no doubt that before long any difference in the services offered by all competing marketers will be negligible.

It is evident that the industrial marketer who wishes to outdistance his competitors must at all costs avoid being caught in this trap. To do this, he will have to make a very basic reappraisal of his marketing strategy.

For one thing, he will have to pay a lot of extra attention to profitability. If he is going to go to great lengths to create some individuality, some tangible or intangible reasons for the prospect to buy, he must spend plenty of time and effort. He will not be able to afford this for any but the most

obviously profitable customers or potential customers. This will mean that industrial marketers will pay less and less attention to buyers who do not represent a truly profitable potential for their particular products. Although this "natural selection" will tend to tone down the competitive rat race to some degree, it will not alter the basic problem to be faced.

Much greater reliance must be placed on the individual salesman or, more correctly, the selling team, in the years ahead. One salesman per customer will really not be enough. It will take two, maybe three, to do the job properly. With product, service and price all practically identical, the salesman, personally, will be about the biggest variable left among competitors.

To capitalize on this, it will be necessary to get as much salesman exposure as possible and to make this exposure really count. It may be wise to use "new business" salesmen to get and expand accounts. These would be men who are expert in conveying the proper image at first contact and setting the scene for a firm customer relationship. Then, there would be the sustaining salesman, who would be expert at keeping the account and offering every possible service. His duty would involve, if necessary, clicking his heels and saluting to gain the edge over a competitor. And, finally, it might be necessary to include a technical salesman, one who would practically live with the client and make his personal services available before, during and after the sale.

Even though the industrial marketer will no longer be able to rely on differences in product, price and service to make sales, he will have to continue to try to give himself the competitive edge by offering something slightly different. From time to time, he will be able to do this and, while the difference lasts, it will aid him materially. Here are a few ways in which he will try to build individuality for his company and product.

- He will use more consumer-goods-type image building. If he can build a certain, specific aura about his product, that product will seem different, whether it is or not. This calls for more advertising and at least a partial switch away from product advertising to image building campaigns.

- He will use more "marketing fanfare." Although it is highly doubtful that the industrial marketer will ever bring himself to the point of claiming that his product contains a secret ingredient, it is probable that he will soon begin to apply a lot more of that kind of thinking to his marketing efforts. He may combine all his services into a promotional package and assign it a stimulating name. He may decide to use unusual, even somewhat flamboyant merchandising techniques. A few industrial marketers have already begun to offer grocery-style trading stamps, and at least one is presenting good customers with original oil paintings depicting its equipment being used by the customer.

- He will take a hard look at pricing policy. In many cases today, a standard catalog price is adhered to, or a standard pricing formula is used, even though actual costs of two seemingly similar sales may be considerably different. In the years ahead, marketers will do a lot more figuring—often on computers—to guarantee that the price quoted is not even a fraction of a penny higher than it should be.

- Marketers of basic industrial commodities will develop a keener interest in transportation, and will go all-out to employ the most efficient carrying equipment to make their prices competitive at greater distances from distribution points.

- Industrial research, both basic and applied, will be stepped up greatly under marketing supervision. Applied research will be more and more concerned with new uses for products and with solving customer problems. Basic research will be increasingly directed toward research in the customer's field, in the hope that it will lead to customer needs for new equipment.

All of these changes will be brought about by that one uncomplicated problem: offering something that the competition isn't. As this problem becomes more acute, gradual steps will be taken until, before long, industrial marketing bears little resemblance to what it is today. It will be sharper, more important within the company, and, in many ways, more "consumerized." And, if done well, it will be more profitable.

TWO WAYS TO FIND A NEW MARKET

A telescope or "glass" as some mariners call it is great for finding ships, stars or a girl sunbathing in a bikini. It's hardly ever adequate, though, for locating a new market for products. The very best way to discover an untapped market is to run a series of low-cost advertisements in INDUSTRIAL EQUIPMENT NEWS... industry's original product news publication. Every month, over 81,000 key engineering, purchasing and plant officials who are looking to buy, read IEN. These top prospects are employed in the largest firms throughout all the 452 manufacturing industries in the country. Your 1/9 page ad in IEN can't miss in helping you locate new markets.

And, because IEN is a market oriented magazine, it offers you these eight other advantages: (1) Helps keep up with changing markets. (2) Protects existing markets. (3) Finds new applications in present markets. (4) Finds markets for "orphan" products in your line. (5) Is an economical means to test markets. (6) Pinpoints growth markets. (7) Locates unknown buying factors. (8) Reaches markets currently most active.

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IEN

INDUSTRIAL EQUIPMENT NEWS
THOMAS PUBLISHING COMPANY
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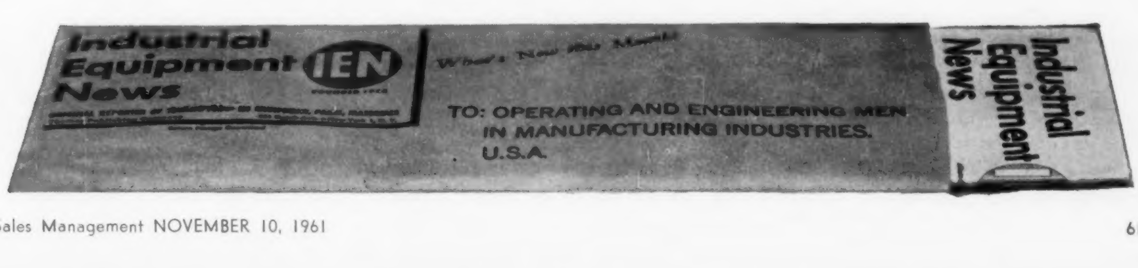


Will Industrial Advertising Meet Tomorrow's Challenges?

. . . or will inadequate, incompetent, largely unguided and unintegrated advertising keep on shoving 80% of the new industrial products and developments down the drain?

Products-for-industry account for half of the nation's $500-billion-plus annual volume.

At least half of all the billions now being spent annually for research and development by private corporations is concentrated on creating new energies and materials, new processes and products—for industry.

Yet of the more than $11 billion now being invested annually in all forms of advertising, only about $1 billion promotes corporate survival and growth in the big, burgeoning, vastly diversifying industrial half of the economy.

And many critics contend that until now the quality of industrial advertising has been even lower than the quantity.

But at least a lot more industrial corporations are *learning* to advertise.

The $1-billion estimated industrial advertising total covers efforts in direct mail, consumer magazines, newspapers and other media. But the largest single segment of it goes into businesspapers.

Annual reports by Associated Business Publications show that in the 1951-60 decade advertisers bought a total $4.4 billion of businesspaper space. Starting with $292.1 million in 1951, this annual investment reached a record $546.3 million in 1960. Excluding the new medium of television, the 87% growth of b.p. advertising was the greatest among all measured media.

During the decade, the number of advertisers investing $1 million or more annually in businesspaper space increased from four to 39. Fourteen of the 39 more than doubled their annual investment, and 22 others more than quadrupled.

Whereas in 1951 the bigger businesspaper advertisers were largely marketers of machinery and other metal products, the leader classifications in 1960 also embraced chemicals and plastics, pharmaceuticals and electronics.

A high proportion of today's industrial advertisers were born after Pearl Harbor. Many others have recently altered their scope so radically as to be, in effect, reborn.

Older and newer marketers alike, in these changing times, face the perennial problem of identity.

The largest businesspaper advertiser has been putting the GE symbol on many thousands of products for seven decades, and today invests more than $100 million annually in many media to promote it. The second largest businesspaper advertiser, founded in 1703, still finds it must invest a more than $40-million total annually to let a lot of people know that "Better Things for Better Living . . . through Chemistry" stands for Du Pont.

Thus the latecomers must strive even harder proportionately to make themselves and their wares known.

Some among them bear such names as Aerojet-General (which last year invested $313,000 in businesspapers), and Thompson Ramo Wooldridge, which bought $303,000 of b.p. space.

Some which spent between $100,000 and $250,000 in 1960 bore such curious corporate names as AMP Inc., KVP Co., Xerox and B-I-F Industries.

U.S. Industries is busy proving that it is no longer the Pressed Steel Car Co., and Nuclear Corp. of America would like prospects to know that it is *the* "company of tomorrow."

A few postwar babies have made themselves known largely from the fame of their founders. But (Howard) Hughes Aircraft still invested $118,000 in businesspapers, and (Henry J.) Kaiser Aluminum & Chemical bought $900,000.

Between 1959 and 1960 Kaiser Aluminum expanded its businesspaper investment 125%.

Even companies that "succeeded" with little or no advertising today know that advertising must support salesmanship.

In recent years electronic data computers for business, industrial and

Predictions for 1962

1 A barber will ask for a Business Week subscription and be declined.

2 Business Week will provide the greatest management readership per ad dollar of any magazine in its field.

3 Several readers will request again that we perforate Business Week's pages for easier clipping and filing.

4 More business and industrial advertisers will use Business Week than any other magazine in its field.

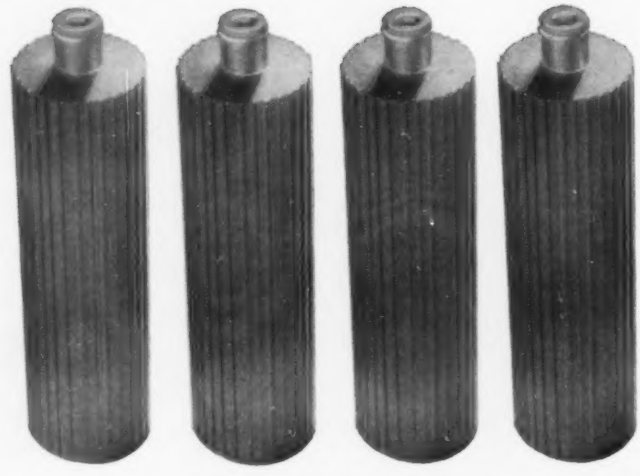
5 A musician will ask for a Business Week subscription and be declined.

6 More corporate advertising will be placed in Business Week than in any other magazine.

7 Several people will confuse Business Week with *This Week* or *Newsweek.*

8 Business Week will rank either first or second in total advertising pages, according to PIB.

9 There will be several indignant letters from people whose subscriptions are declined—and we will explain once more that subscriptions are solicited *only* from management men . . . because Business Week is bought, read, and *used* by management men.



"LOOK ALIKES"

BUT WHAT A DIFFERENCE TO THE PLASTICS ENGINEER

To the untrained eye these containers look alike as peas. But the plastics engineer recognizes that they can be produced by a variety of processes—blow molding, injection molding, extruding or vacuum forming—from many different materials, such as styrene, polyethylene, polypropylene, acetate, etc.

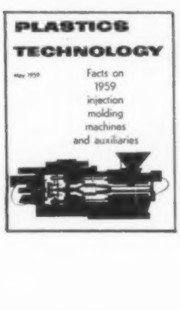
In today's complex plastics industry it is more difficult than ever before to distinguish among the different properties of the wide range of materials available, to weigh processing characteristics, to evaluate equipment advantages. That's why the *plastics engineer* has become *all-important* in the specification and purchase of materials, equipment, supplies.

PLASTICS TECHNOLOGY is the only publication in the field devoted 100% to the technical interests of these important men—provides the technical editorial fare they *must have* to keep abreast of developments in their special fields.

That's why PLASTICS TECHNOLOGY provides the kind of readership and editorial atmosphere that gets results for advertisers.

PLASTICS TECHNOLOGY is first among all publications in coverage of the research, design, development and production engineers in the plastics industries including: custom, proprietary and in-plant molders (end-users doing their own processing).

Tell your product sale's story to the *only men qualified* to evaluate its advantages to them – the *Plastics Engineer* readers of PLASTICS TECHNOLOGY.



PLASTICS

THE MAGAZINE OF APPLIED ENGINEERING

TECHNOLOGY

A BILL BROTHERS PUBLICATION
630 Third Avenue, New York 17, New York

other purposes have become, in dollar revenue, the bulk of IBM's diversified business. These systems obviously demand a lot of informed and thorough personal salesmanship. Between 1955 and 1960 IBM's gross revenue nearly trebled: from $564 million to $1.4 billion. In the same period the company's investment in businesspapers also nearly trebled: from $216,000 to $570,000.

Competition played a major role in this. Just a decade ago Remington Rand's Univac "owned" the electronic computer business. Then IBM muscled in. Now IBM and Rem Rand both must contend against a score of rivals – among them being Burroughs, GE, General Precision Instrument, Minneapolis-Honeywell, National Cash Register, Philco, RCA and Royal McBee.

By 1970 industry's annual investment in new and modernized capital facilities may climb from the present $35 billion to $45 billion or more. Emphasis will be on automation. General Electric is now busy promoting itself as "the *one* source of automation of your entire plant," but a lot of other industrial marketers are in the automation act.

►Nearly a decade after its "release" to private industry, nuclear power still is just "starting." But in areas from agriculture to medicine the versatile atom has become busy. Such electronics manufacturers as Westinghouse and GE have taken the lead in building nuclear power plants. Around the world, fast growing, diversified American Machine & Foundry (1960 businesspaper investment $453,000) claims to be the largest builder of nuclear test plants.

Before long, equipment for desalting seawater on a low-cost commercial scale may bring a multi-billion-dollar annual demand. Among more than a score of electrical, chemical and other manufacturers now developing different processes for it, several – Westinghouse and Fairbanks, Morse, for example—also are *promoting* their part in it.

In 1960 Fairbanks, Morse invested $260,000 in businesspapers. This year its budget for all media, including b.p.'s, was substantially expanded.

Though defense demands are a strong spur to corporate creativity, McGraw-Hill's Electronics magazine estimates that between 1960 and 1970 the market for industrial electronics, here and abroad, will increase 177%. This is nearly twice the estimated 92% growth rate for military electronics. Meanwhile, consumer electronics sales would rise 82% and replacement parts, 60%.

►Abroad, in this and other industries, advertising by American corporations will play a heavier-than-ever role. In the first half of 1961, GE's chairman reported "further strengthening" of international business. Recently, "International" was made one of the five main groups developing GE's $4.1-billion business.

More foreign manufacturers are entering the arena here. Such companies as Royal Dutch–Shell, Unilever, Nestle, Seagram and Hiram Walker have long been listed among America's "100 leading national advertisers." Other veteran invaders include Aluminium of Canada, Bowater paper, Dunlop rubber and International Nickel.

In 1960 Inco ranked 49th among businesspaper advertisers with an investment of $841,000 – one-third larger than the year before.

In the 1960's chemicals (now the second largest businesspaper classification) will count more than ever. This fast growing industry attracts not only new "chemical" companies but manufacturers in other fields.

The $300-million-sales of Enjay Chemical subsidiary was a primary "reason" why giant Standard Oil Co. (N. J.) last year multiplied businesspaper investment over seven times–from $225,000 to $1.6 million. Recently, Enjay joined with J. P. Stevens & Co. to make synthetic textiles.

Without forsaking Old Grand-Dad, National Distillers several years ago added "& Chemical Co." to its name. This business introduced the corporation to not only such a mundane product as automobile radiator anti-freeze but to space-age metals such as titanium, zirconium and hafnium. More than booze, chemicals and metals now account for its $500,000 investment in businesspapers. And to its other metals, ND has recently added Bridgeport brass.

A full one-third of the $1.6-billion sales of veteran meat packer Armour & Co. is now in chemicals–and Armour Industrial Chemical Co. invests $303,000 in businesspapers. . .

Word from the transportation industry seems to be that it is just getting ready to roll.

Dr. Lawrence R. Hafstad, v-p and director of research of General Motors, announces the invention, by two Westinghouse engineers, of the Roller Road: tomorrow's motor cars will be transported in flat-bottomed carriers propelled by runner rollers, each powered by an individual motor. And Ford's Aeronutronic Division reveals, in a double-page businesspaper spread, the concept of a vehicle that "builds its own roads as it goes." Supported by a cushion of air, a "small" version of it would "skim five feet above ground or water at 40 mph, carry a 2½-ton payload, climb a 30% grade, and have a range of 100 miles."

►When air-supported levitation comes, it is probable that the industries that have a collective stake in scores of billions of dollars in wheels and roads will have anticipated it. Goodyear, for one, hints that it will not be caught with its tires down. And a newspaper headline says: "Railroads consider wheel-less jet car." An intermediate step toward levitation may be found in the fact that Ling-Temco Electronics has contracted to build a flying automobile developed by Aerocar International.

(General Motors, Westinghouse, Ford and Goodyear made a combined investment of $6,932,000 in business papers in 1960.)

Nevertheless, on the assumption that the wheel is here to stay, work is going forward on the 41,000-mile interstate highway system—and thousands of industrial marketers are making capital of it.

American Airlines would harness the hydrofoil principle to put more oomph in its jets. . . . A 100-mph hydrofoil transatlantic steamship is in the works. . . . Ion- and nuclear-propelled engines for transportation seem just around the corner.

Urban stay-at-homes will be pleased to note that though Frank Lloyd Wright's dream of suspended cities is yet unrealized, redevelopment of metropolitan centers may make life there a lot more livable. In the process, a lot of industrial marketers will benefit.

In the '60's many manufacturers who until now have sold the bulk of their products to Uncle Sam will strive for more "commercial" balance —specifically among industrial customers. One-fifth of the $54-million volume of Raytheon Co., for exam-

Something NEW in Sales Development

Sales Management's SALES BUILDERS OF THE MONTH

(with Check-List Pocket-Guide)

An authoritative, down-to-earth course in sales development—available to your salesmen in a series of attractive, easy-to-read monthly booklets dealing with the major problems of the selling operation—**whole** sell in monthly meaty nutshells.

Each booklet is designed for permanent possession and frequent reading—with a detachable digest of the month's subject that the salesman can carry in his pocket for daily on-the-job reference and improvement.

Titles include:

SALESMAN CALLING—How to Plan Your Calls

HOW TO SELL MOST OF THE PEOPLE MOST OF THE TIME—What It Takes to Maintain Good Relations with Sales Contacts

HOW TO OPEN CLOSED DOORS—17 Ways to Get Interviews with Hard-to-See Customers and Prospects

SELLING WITH PRESENTATIONS—How to Sell with a Prepared Sales Presentation

COMMUNICATE AND SELL—How to Listen to Understand—to Speak to Convey Meaning—to Communicate Presuasively

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TIME TO SELL—Time Management Tips for the Busy Salesman

SELLING YOURSELF—Ideas to Help Boost Your Lifetime Take-Home Pay

As Low as 23¢ Per Man a Month

5 to 9 copies per month	**30¢ each**
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50 " 99 " " "	25¢ each
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Your supply of booklets will be on your desk within 10 days after receipt of your order. A full year's subscription entitles you to a 5% discount. If you prefer, you may try the series on a quarterly basis (with the privilege of canceling at any time). When you order (today?), be sure to specify quarterly or yearly billing.

BOOKS AND SERVICES DIVISION

Sales Management

630 Third Avenue

New York 17, N. Y.

ple, has become commercial. Last year this company increased its businesspaper investment 20% to $185,000. Commercially, it will have more to advertise. One offering will be a Radarange that cooks by microwave. Stuart D. Cowan, Raytheon's commercial vice president, says that this development will "lead us into the food business. We'll help to develop pre-cooked, pre-proportioned products for our Radaranges."

Raytheon also can now magnify light waves. . . . And one inventor claims that he can turn sound waves into energy. . . .

►American industry has long been famed for its competence in mass production. It has been less prolific in product creation—especially when pure, pioneering creativity is concerned. In fact, some critics contend that only a half-dozen manufacturers do any "real research" at all.

Three of them, on anybody's list, would be GE, Westinghouse and Du Pont.

A fourth is Minnesota Mining & Manufacturing. Currently 3M is investing $14 million annually for research. Ability to turn out a steady stream of new products, largely for "uninhabited" markets, has made this versatile company virtually recession-proof. Between 1955 and 1960 its sales were doubled, from $282 million to $550 million. Last year, for the first time, 3M joined the top 100 national advertisers in seven measured media combined.

More than coincidence may be involved in the fact that, in the 1955-60 period, 3M's investment in businesspapers nearly *trebled*, from $762,000 to $1.8 million.

Whether or not industrial marketers are creative enough in product development, they have been a lot more laggard and lax in getting their creations *sold*. Studies have shown that only two out of every 10 new products have won a permanent place in the industrial market.

Obviously, for many manufacturers advertising has failed too.

Will industrial marketers rise to meet tomorrow's bigger and broader responsibilities in advertising?

Will top industrial managements give both marketing and advertising their full understanding, recognition and support?

Many top managers and marketers tell SM that they *will*:

1. Advertising will be developed as the right arm of marketing.

2. In many more industrial corporations, marketing will become a basic staff, as well as line, function.

3. Marketing will work closely with top management and with research and development to decide what can be sold and to determine in advance how to sell and promote it.

4. Advertising will be given the skills, funds and facilities to do its full part of the market development job.

5. In the process, industrial advertising's effectiveness will be proved and, more than ever, *pre*-proved.

6. The pre-proving will make industrial advertising more selective—and potent—in themes, copy, illustration, media and otherwise, in order to sift out, to reach and to win the most logical prospects for the product.

7. With more industrial buying—especially of big-ticket items—influenced by more individuals, advertising will penetrate and even persuade the behind-the-scenes forces, some of whom are inaccessible and even unknown to the salesmen.

8. Advertising will reduce the cost of selling. In the last decade the costs of advertising have risen only about one-third as fast as the costs of personal salesmanship. Though personal selling will be as vital as ever, advertising can do a great deal more to create interest and even preferences among *all* the buying influences, *before* the salesman makes specific proposals to *some* of them.

9. More than ever effective industrial advertising will feature news: "News of advantage to you."

10. At the same time, informative industrial advertising will tell the prospect, and the customer, how to care for and make the most of the product.

11. For the advertiser, it will both speed the selling operation and reduce service problems and costs.

12. Thus industrial advertising would stimulate, sell *and* satisfy customers for all of tomorrow's new miracles. ◆ LMH

IS *YOUR* COMPANY ON THE *OFFENSE* FOR *DEFENSE?*

SIGNAL is your introduction to the men who control government's growing $6.5 billion dollar radio-electronics spending

Never before have our armed forces so badly needed the thinking and products of the electronics industry. Advertising in SIGNAL, the official journal of the *Armed Forces Communications and Electronics Association*, puts you in touch with 11,000 of the most successful men in the field—every one a prospect for your defense products!

Share in the defense and the profits! Company membership in the AFCEA, with SIGNAL as your spokesman, puts you in touch with government decision-makers!

SIGNAL serves liaison duty between the armed forces and industry. It informs manufacturers about the latest government projects and military needs, while it lets armed forces buyers know what *you* have to offer to contribute to our armed might. SIGNAL coordinates needs with available products and makes developments possible.

But SIGNAL is more than just a magazine. It's *part of an over-all plan!*

A concerted *offensive* to let the government, which has great faith in industry and the private individual producer, know exactly what's available to launch its far-sighted plans. Part of this offensive is the giant AFCEA National Convention and Exhibit (to be held next year in Washington, D.C., June 12-14). Here, you can *show* what you have to contribute directly to the important buyers. Your sales team meets fellow manufacturers and military purchasers and keeps "on top" of current government needs and market news.

Besides *advertising* in SIGNAL which affords year-round exposure by focusing your firm and products directly on the proper market . . . besides *participation* in the huge AFCEA National Convention and Exhibit . . . the over-all plan of company membership in the AFCEA *gives your firm a highly influential organization's experience and prestige to draw upon.*

As a member, you join some 175 group members who feel the chance of winning million dollar contracts are worth the relatively low investment of time and money. On a local basis, you organize your team (9 of your top men with you as manager and team captain), attend monthly chapter meetings and dinners, meet defense buyers, procurement agents and sub-contractors. Like the other 59 local chapters of the AFCEA, your team gets to know the "right" people.

In effect, company membership in the AFCEA is a "three-barrelled" offensive aimed at putting your company in the "elite" group of government contractors—the group that, for example in 1957, for less than $8,000 (for the full AFCEA plan) made an amazing total of *459.7 million dollars!*

This "three-barrelled" offensive consists of

(1) Concentrated advertising coverage in SIGNAL, the official publication of the AFCEA;

(2) Group membership in the AFCEA, a select organization specializing in all aspects of production and sales in our growing communications and electronics industry; and

(3) Attending AFCEA chapter meetings, dinners and a big annual exposition for publicizing your firm and displaying your products.

If *you're* in the field of communications and electronics . . . and want prestige, contacts and exposure . . . let SIGNAL put your company on the *offense for defense!* Call or write for more details—now!

SIGNAL

Official Journal of AFCEA

Wm. C. Copp & Associates

72 West 45th Street, New York 36, New York
MUrray Hill 2-6606
Boston • Chicago • Minneapolis
Los Angeles • San Francisco

A publisher asks:

Why does management

Richard C. Burns, Publisher
Mill & Factory

On blind faith?

(If so, does this faith falter when times get tough?)

Because they're afraid not to?

(If so, do they find the "courage" to cut back when business drops off?)

Or because you can show them that advertising actually sells?

Sure, you sell management on the basics:
coverage of buying power;
backing up the salesmen;
securing sales leads;
and all the other standard reasons.

But frankly — most of us, in advertising and in publishing, have run for cover when management said, ". . . fine, but what we want from advertising is sales!"

"But," we've hedged, "we're not in the mail order business." And we've recited all the sound and valid reasons for advertising that make so much sense to *us* who *live* by advertising . . . but we've evaded the real issue.

Well, I now believe we've all been short-changing ourselves, and management. We now know that good product advertising actually SELLS, right off the pages!

Let me tell you what we've learned during three years of Mills Shepard Reader Action research of advertisements in Mill & Factory:

> We have learned beyond a shadow of a doubt that an industrial advertiser who aims the right copy at the right men in the business magazine that is editorially suitable *induces direct buying action.*

We've all suspected this. Some advertisers have done good research on the effectiveness of their own advertising. But either because most of us in advertising didn't have ample evidence of this, or because we didn't want to take any credit away from the salesmen, most budgets have been sold on *theory*. Otherwise, why would management cut back whenever times get tough?

Now we can quit pussyfooting. Now we *know* that advertising can *sell.*

How do we know?

For 3 years Mills Shepard has conducted a continuing series of personal interviews with manufacturing and

spend money for advertising?

maintenance executives—all Mill & Factory readers. They explore reader actions resulting from ads in the magazine. The following comments on different ads demonstrate the direct selling power of good advertisements in a good medium:

Plant Engineer—smelting:
"I ordered some of these safety switches. They look good."

Chief Electrician—telephone:
"After reading this ad we purchased some gears from them. They are now in use here and I believe we'll continue using them."

Vice President—steel fabrication:
"We are looking for better gear motors and are getting more information on those advertised here."

Maintenance Superintendent—corrugated boxes:
"I requested more information from their salesman. Yes, reading the ad caused me to do this."

Chief Methods Engineer—power motors:
"We're very interested in these variable speed drives. We are considering purchasing some."

Superintendent—construction equipment:
"I ordered these switches from the local distributor."

Plant Engineer—machinery manufacturer:
"After I read this ad, I got in touch with them about their couplings. I purchased some last week."

Plant Manager—electric fixtures:
"We sent for this catalogue and as a result we purchased some of their equipment. We like it very much."

What about conversion of inquiries to sales?

To check the pay-off value of inquires—SALES—we follow up specific ad inquiries three months after they are sent to Mill & Factory. Mail questionnaires are sent to the readers, who requested information, to find out what happened.

Here's typical buying action that results from inquiries after the reader has received literature from the advertiser:

Advertiser of plastic valves
11.1% bought product
51.9% are likely to buy
3.6% bought competitive product

Advertiser of crane scales
8.0% bought product
41.9% are likely to buy
1.6% bought competitive product

Report after report shows that inquiries sent as a result of ads *are notice of intent to buy.*

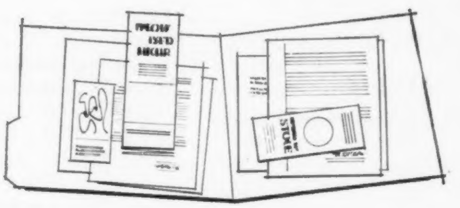
It's time to speak up

Don't let anyone tell you advertising doesn't make sales. It's time to talk turkey to management. Sure advertising helps with the corporate image and keeps customers aware of your products between sales calls, and all the rest; *but let's show them that it can* MAKE *sales, too.*

To help you present this effectively to management, Mill & Factory has put together a kit called "Selling Management on the Fact That Advertising SELLS." We'll be glad to send it to you.

An open invitation

We cordially invite advertisers, agencies and publishers to pool their evidence of advertising effectiveness with ours. We'll add it to the sum total contained in succeeding editions of our kit—"Selling Management on the Fact That Advertising SELLS." Our mutual goal is an educated management. Let's work together.



"Selling Management" kit available

This kit, designed to help you to explain advertising to management, contains a check list of *all* basic advertising objectives PLUS a highly convincing array of evidence that, *in addition*, good product advertising in a good business paper, actually *sells.*

Mill & Factory

serving the manufacturing/maintenance engineering function in the all-industry market

a Conover-Mast publication
205 East 42nd Street, New York 17, New York
Branch Offices—Chicago • Pittsburgh • Cleveland • Detroit
Los Angeles • San Francisco

Survey of State Industrial Directories

This list of state industrial directories has been compiled by Sales Management to help you do an optimum industrial marketing job. It can assist you in further exploring and isolating industrial potentials.

A valuable feature of the list is the notation as to whether the directories listed use the Standard Industrial Classification (SIC). This is indicated in the data line for each directory, which also indicates how the SIC is used.

For example, you can look up any of your New York State customers in the Industrial Directory of New York State. This has an alphabetical listing of company names that is cross-indexed to the product section, which is arranged by 4-digit SIC.

The code explanation is at the foot of the page. It is designed to reveal quickly the format of each directory. As can be seen, there is wide variation. The American Marketing Association has recently set up a committee to review these directories and offer suggestions for a consistent format and improvements in accuracy and frequency of release. State officials are becoming increasingly aware of the important role played by these directories in industrial purchasing and plant location and will probably co-operate—in time—with the AMA to standardize future issues, though some difficult problems will have to be solved. For example, some states have different views on the legality of disclosing information on individual plants.

An ideal directory is one in which plant data will cover employment, location and names of officials. It is arranged geographically, alphabetically, and by 4-digit SIC with complete cross-indexing: e.g., 5, 6, 9, 12, 14, 16, 18, 19, 20, 21, 22. (Regretably, no state yet has this ideal directory.)

Failing that, a good compromise might be: 5. 9, 12, 16.

ALABAMA

Industrial Alabama 1959 with 1960 Supplement

Published every third year (new edition forthcoming in 1962) by Alabama State Chamber of Commerce, 468 S. Perry St., Montgomery 1. (260 pp.; $5.)

Data: 5, 6, 12, 17, 18, 19, 20

ALASKA

Directory of Alaskan Manufacturers 1961

First edition forthcoming in late 1961. Published by State of Alaska, Dept. of Commerce, Juneau. (Number of pages and price not yet established.)

Data: (incomplete) 4, 20

ARIZONA

Arizona Directory of Manufacturers 1960

Published (no revision contemplated as yet) by Employment Security Commission of Arizona, Unemployment Compensation Div., Phoenix. (83 pp.; free publication.)

Data: 1, 7, 16, 18, 19, 20, 22

ARKANSAS

Directory of Arkansas Industries 1961

Published at indefinite intervals with annual supplements by Arkansas Industrial Development Commission, State Capitol, Little Rock. (Approx. 200 pp.; $5.)

Data: 5, 9, 12, 15, 16, 20 22

CALIFORNIA

California Manufacturers Register 1961

Official directory publication of the California Manufacturers Assn. Published annually (new edition available January) by Times-Mirror Press, Div., The Times-Mirror Co., 1115 S. Boyle Ave., Los Angeles 23. (1040 pp.; $30.)

Data: 5, 7, 13, 14, 16, 18, 19

COLORADO

Directory of Colorado Manufacturers 1961 Including Supplement to the 1960 Directory

Published annually by The Bureau of Business Research, University of Colorado, Boulder. (186 pp.; $7.50. Supplement alone: $1.50.)

Data: 2, 10, 12, 14, 17, 18, 22

CONNECTICUT

Directory of Connecticut Manufacturing and Mechanical Establishments 1960

Published (no revision contemplated as yet) by State of Connecticut Labor Dept., 92 Farmington Ave., Hartford. (199 pp.; $1.)

Data: 2, 12, 17

Data Code: 1. Does not use SIC; 2. 2-Digit SIC; 3. 3-Digit SIC; 4. 4-Digit SIC; 5. 4-Digit SIC & product name; 6. Alphabetical product section: SIC numbers, plant names, location; 7. Alphabetical product section: plant names, location, no SIC numbers; 8. Alphabetical product section: incomplete information; 9. Product section in SIC sequence with plant name, location, SIC numbers; 10. Product section in SIC sequence with plant, name, location, no SIC numbers; 11. Product section alphabetical by product groups; 12. City or county alphabetical section with company name, product; 13. City or county alphabetical section: incomplete information; 14. Company alphabetical section with location and product; 15. Company alphabetical section: incomplete information; 16. Number employees; 17. Number employees by code designation; 18. Name of official; 19. Trade and brand names; 20. Plant list cross-indexed; 21. Geographical list cross-indexed; 22. Product list cross-indexed.

DELAWARE

Directory of Manufacturers, State of Delaware 1960

Published (no set dates, but usually about once each year—new edition in preparation) by Delaware State Chamber of Commerce, 1112-1114 King St., Wilmington 1. (69 pp.; $5.)

Data: 1, 7, 13, 15, 17, 18, 20, 21

FLORIDA

Directory of Florida Industries 1961

Published biennially (with supplement scheduled for January) by Florida State Chamber of Commerce, 8057 Expressway (Arlington, P.O. Box 8046). Jacksonville 11. (596 pp.; $6.50. Supplement: $2.)

Data: 1, 7, 12, 16, 18, 19, 20

GEORGIA

Georgia Manufacturing Directory 1960-1961

Published biennially (supplement usually published annually) by Georgia Dept. of Commerce, 100 State Capitol, Atlanta 3. (666 pp.; $5.)

Data: 5, 9, 12, 17, 18, 20, 22

HAWAII

Directory of Manufacturers 1961—City and County of Honolulu

Published by Chamber of Commerce of Honolulu, Dillingham Bldg., Honolulu 13. (86 pp.; $3.) No state-wide directory.

Data: 2, 10, 14, 18, 19, 22

IDAHO

Idaho Industrial Directory 1960-61

Published at indefinite intervals by Idaho State Chamber of Commerce, 524 Idaho Bldg., Boise. (78 pp.; $3.50.)

Data: 5, 9, 12, 18

ILLINOIS

Illinois Manufacturers Directory 1961

Published annually (new edition will be available in April) by Manufacturers' News, Inc., 20 E. Huron St., Chicago 11. (1800 pp.; $40. Rented annually: $29.95.)

Data: 5, 7, 12, 16, 18, 20

INDIANA

Indiana Industrial Directory 1958-59

Published every four years (supply exhausted. New edition in preparation and will be available in January) by Indiana State Chamber of Commerce, Board of Trade Bldg., Meridian at Ohio St., Indianapolis 4. (Number of pages not known; $12.)

Data: (incomplete) 1, 7, 12 17

IOWA

Iowa Directory of Manufacturers 1959

Published biennially (1961 edition to be available January) by Iowa Development Commission, 200 Jewett Bldg., Des Moines 9. (269 pp.; $7.50.)

Data: 2, 10, 12, 15, 17, 20, 22

KANSAS

Directory of Kansas Manufacturers and Products 1960-61

Published biennially (new edition available January) by Kansas Industrial Development Commission, State Office Bldg., Topeka. (190 pp.; $3.)

Data: 5, 9, 12, 14, 17, 22

KENTUCKY

Kentucky Industrial Directory 1959-60

Published biennially (new edition being compiled) by Kentucky Dept. of Economic Development and Kentucky Chamber of Commerce, 670 S. Third St., Louisville 2. (376 pp.; $7.50.)

Data: 5, 9, 12, 16, 18, 20, 21, 22

LOUISIANA

Louisiana Directory of Manufacturers 1961

Published biennially by Louisiana Dept. of Commerce and Industry, State Capitol, Baton Rouge 4. (214 pp.; $2.50.)

Data: 5, 9, 13, 15, 17, 18, 20, 22

MAINE

Maine Buyers' Guide and Directory of Maine Manufacturers 1959-60

Prepared by the Maine Dept. of Labor and Industry, Div. of Research and Statistics, and published biennially (new edition to be released this month) by the Maine Dept. of Economic Development, State House, Augusta. (95 pp.; free publication.)

Data: 1, 8, 11, 12, 17, 20, 21, 22

MARYLAND

Directory of Maryland Manufacturers 1961-62

Published by Dept. of Labor and Industry, State of Maryland, 301 W. Preston St., Baltimore 1. (73 pp.; $3.)

Data: 1, 14, 16, 21

MASSACHUSETTS

Industrial Directory of Manufacturers in Massachusetts 1959

Published biennially (1961 edition available in December) by Massachusetts Dept. of Commerce. May be purchased from Secretary of the Commonwealth, Div. of Public Documents, Room 116, State House, Boston. (461 pp.; $2.25. Price of new directory undetermined.)

Data: 5, 9, 12, 17, 20

MICHIGAN

Directory of Michigan Manufacturers 1960-61

Published biennially (new edition available July) by Michigan Manufacturer and Financial Record, 8543 Puritan Ave., Detroit 38. (532 pp.; $28.)

Data: 7, 12, 16, 18, 20

MINNESOTA

Minnesota Directory of Manufacturers 1961-62

Compiled biennially by Minnesota Dept. of Business Development. Available from Documents Section, State of Minnesota, 34 State Office Bldg., St. Paul 1. (160 pp.; $6.50.)

Data: 5, 9, 12, 17, 18, 22

MISSISSIPPI

Encyclopedia of Mississippi Manufacturers 1961

Published biennially by Mississippi Industrial & Technological Research Commission, Deposit Guaranty Bank Bldg., Jackson. (194 pp.; $5.)

Data: 5, 9, 13, 15, 17, 20, 21

MISSOURI

Missouri Directory of Manufacturers 1958

Published every four years (new edition available January) by Missouri Div. of Resources and Development, Jefferson Bldg., Jefferson City. (171 pp.; $10.)

Data: 5, 9, 14, 17, 22

Data Code: 1. Does not use SIC; 2. 2-Digit SIC; 3. 3-Digit SIC; 4. 4-Digit SIC; 5. 4-Digit SIC & product name; 6. Alphabetical product section: SIC numbers, plant names, location; 7. Alphabetical product section: plant names, location, no SIC numbers; 8. Alphabetical product section: incomplete information; 9. Product section in SIC sequence with plant name, location, SIC numbers; 10. Product section in SIC sequence with plant, name, location, no SIC numbers; 11. Product section alphabetical by product groups; 12. City or county alphabetical section with company name, product; 13. City or county alphabetical section: incomplete information; 14. Company alphabetical section with location and product; 15. Company alphabetical section: incomplete information; 16. Number employees; 17. Number employees by code designation; 18. Name of official; 19. Trade and brand names; 20. Plant list cross-indexed; 21. Geographical list cross-indexed; 22. Product list cross-indexed.

MONTANA

Montana Directory of Manufacturers 1958

Published every four years (new edition late this year) by Engineering Experiment Station, Montana State College, in cooperation with Montana State Planning Board, Sam W. Mitchell Bldg., Helena. (79 pp.; $1.50.)

Data: 2, 10, 12, 14, 17, 18, 19

NEBRASKA

Directory of Nebraska Manufacturers 1960-61

Published biennially (new edition in January) by Div. of Nebraska Resources, Room 1305, State Capitol, Lincoln. (143 pp.; $3.50.)

Data: 5, 9, 12, 17, 18, 19, 20, 22

NEVADA

Industrial Nevada-Basic Data 1956 with 1958 Supplement

This directory is now out of date and no plans have been made as yet for a new edition.

NEW HAMPSHIRE

Made in New Hampshire—Directory of Manufacturers and Manufactured Products 1961

Published every 18 months (supplements at indefinite intervals free of charge) by New Hampshire Planning and Development Commission, Industrial Div., State House Annex, Concord. (116 pp.; $1.)

Data: 1, 8, 14, 16, 18, 19, 21

NEW JERSEY

New Jersey Industrial Directory Plus The New Jersey Industrial Market Place 1960-1961

Published annually (next edition April) by New Jersey State Industrial Directory, Port Authority Bldg., 111 Eighth Ave., New York 11, N.Y. (794 pp.; $30.)

Data: 5, 7, 12, 16, 18, 20

NEW MEXICO

Directory of New Mexico Manufacturing & Mining 1961

Published (no regular dates) by Industrial Div., New Mexico Dept. of Development, State Capitol Bldg., Santa Fe. (99 pp.; $5.)

Data: 5, 9, 12, 17, 18, 19, 22

NEW YORK

Industrial Directory of New York State 1958

Published (no date scheduled for next edition) by New York State Dept. of Commerce, 112 State St., Albany 7. (964 pp.; $15.)

Data: 5, 9, 12, 17, 18, 20, 22

NORTH CAROLINA

North Carolina Directory of Manufacturing Firms 1960

Published every 4 years (supplement scheduled for early 1962 and free to purchasers of full directory) by The North Carolina Dept. of Labor, Div. of Statistics, Raleigh. (616 pp.; $5.)

Data: 5, 9, 13, 15, 17, 18, 20, 21

NORTH DAKOTA

Directory of North Dakota Manufacturers 1961

Published (no definite date set for next edition) by North Dakota Economic Development Commission, Bismarck. (138 pp.; $3.)

Data: 5, 9, 13, 14, 17, 22

OHIO

Directory of Ohio Manufacturers 1960

Published annually (1961 edition available late this year) by Dept. of Industrial Relations, Div. of Labor Statistics, 812 State Office Bldg., Columbus 15. (754 pp.; $5.)

Data: 5, 9, 12, 16, 20, 22

OKLAHOMA

Oklahoma Directory of Manufacturers and Products 1961

Published biennially (available December) by Dept. of Commerce and Industry, State of Oklahoma, Oklahoma City. (192 pp.; $5.)

Data: 5, 9, 12, 15, 16, 18, 19, 22

OREGON

1961 Directory of Oregon Manufacturers and Buyer's Guide

Published biennially (new edition scheduled for first quarter '63) by State of Oregon Dept. of Planning and Development, 720 State Office Bldg., Portland. (257 pp.; $2.)

Data: 5, 9, 13, 16, 18, 20, 21, 22

PENNSYLVANIA

Industrial Directory of the Commonwealth of Pennsylvania 1959 with 1960 Supplement

Published every three years with annual supplements (new edition available sometime in 1962) and available from Dept. of Property and Supplies, Div. of Documents, Commonwealth of Pennsylvania, Harrisburg. (834 pp.; $7.50. Supplement $2.)

Data: 2, 10, 12, 16, 22

RHODE ISLAND

Rhode Island Directory of Manufacturers and List of Commercial Establishments 1961

Published biennially (new edition January 1963) by Rhode Island Development Council, Roger Williams Bldg., Hayes St., Providence 8. (170 pp.; $2.)

Data: 2, 10, 12, 17, 18, 20, 21, 22

SOUTH CAROLINA

Industrial Directory of South Carolina 1957

Published every four years with supplements at intervals (new edition available this month) by South Carolina State Development Board, Columbia. (194 pp.; $2.50. 1961 edition: $5.)

Data: 2, 10, 12, 17, 21, 22

SOUTH DAKOTA

Manufacturer's Directory for South Dakota 1959

Published biennially (new edition due late '61 or early '62) by South Dakota Industrial Development Expansion Agency, State Office Bldg., Pierre. (124 pp.; $1.)

Data: 5, 9, 12, 14, 17, 22

TENNESSEE

Directory of Tennessee Industries 1959-1960

Published (no established dates. Next edition due late '62 or early '63) by Tennessee Dept. of Conservation and Commerce, Commerce Div., Cordell Hull Bldg., Nashville 3. (335 pp.; $5.)

Data: 5, 9, 12, 17, 18, 20, 22

Data Code: 1. Does not use SIC; 2. 2-Digit SIC; 3. 3-Digit SIC; 4. 4-Digit SIC; 5. 4-Digit SIC & product name; 6. Alphabetical product section: SIC numbers, plant names, location; 7. Alphabetical product section: plant names, location, no SIC numbers; 8. Alphabetical product section: incomplete information; 9. Product section in SIC sequence with plant name, location, SIC numbers; 10. Product section in SIC sequence with plant, name, location, no SIC numbers; 11. Product section alphabetical by product groups; 12. City or county alphabetical section with company name, product; 13. City or county alphabetical section: incomplete information; 14. Company alphabetical section with location and product; 15. Company alphabetical section: incomplete information; 16. Number employees; 17. Number employees by code designation; 18. Name of official; 19. Trade and brand names; 20. Plant list cross-indexed; 21. Geographical list cross-indexed; 22. Product list cross-indexed.

TEXAS

Directory of Texas Manufacturers 1961

Published annually (next edition February) by the Bureau of Business Research, The University of Texas, Austin 2. (592 pp.; $12.)

Data: 5, 9, 12, 17, 18, 20, 22

UTAH

Directory of Utah Manufacturers 1961

Published biennially by Utah Committee on Industrial & Employment Planning in cooperation with Utah Dept. of Employment Security, 174 Social Hall Ave., Salt Lake City 10. (68 pp.; free of charge.)

Data: 5, 9, 13, 15, 17, 20, 21, 22

VERMONT

Directory of Vermont Manufactured Products 1959-1960

Published biennially (new edition available this month) by Industrial Development Div., Vermont Development Dept., Montpelier. (107 pp.; free of charge.)

Data: 2, 10, 13, 14, 17, 18, 19, 21

VIRGINIA

Directory of Virginia Manufacturing and Mining 1961-1962

Published biennially by Virginia State Chamber of Commerce, 611 E. Franklin St., Richmond 19. (186 pp.; $6.)

Data: 5, 9, 13, 15, 16, 18, 20, 21, 22

WASHINGTON

Directory of Washington State Manufacturers 1961

Published biennially with annual supplements by Washington State Dept. of Commerce and Economic Development, Business and Economic Research Div., General Administration Bldg., Olympia. (258 pp.; $10.)

Data: 2, 10, 12, 17, 18, 21, 22

WEST VIRGINIA

West Virginia Industrial Directory 1961

Published annually (new edition in January) by West Virginia Economic Development Agency, Room 462 State Capitol Bldg., Charleston. (Numbers of pages not known; free of charge.)

Data: 2, 10, 13, 16, 20, 22

WISCONSIN

Classified Directory of Wisconsin Manufacturers 1962

Published annually by Wisconsin Manufacturers' Assn., 324 E. Wisconsin Ave., Milwaukee 2. (900 pp.; paperbound and filler $16.; postbound $18.75.)

Data: 2, 8, 11, 12, 16, 18, 19, 20, 22

WYOMING

Wyoming Directory of Manufacturing and Mining 1961

Published biennially (new edition spring 1963) by Wyoming Natural Resource Board, 215 Supreme Court Bldg., Cheyenne. (44 pp.; free publication.)

Data: 1, 7, 11, 16, 18

Data Code: 1. Does not use SIC; 2. 2-Digit SIC; 3. 3-Digit SIC; 4. 4-Digit SIC; 5. 4-Digit SIC & product name; 6. Alphabetical product section: SIC numbers, plant names, location; 7. Alphabetical product section: plant names, location, no SIC numbers; 8. Alphabetical product section: incomplete information; 9. Product section in SIC sequence with plant name, location, SIC numbers; 10. Product section in SIC sequence with plant name, location, no SIC numbers; 11. Product section alphabetical by product groups; 12. City or county alphabetical section with company name, product; 13. City or county alphabetical section: incomplete information; 14. Company alphabetical section with location and product; 15. Company alphabetical section: incomplete information; 16. Number employees; 17. Number employees by code designation; 18. Name of official; 19. Trade and brand names; 20. Plant list cross-indexed; 21. Geographical list cross-indexed; 22. Product list cross-indexed.

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GENERAL OFFICES: ATLANTA, GEORGIA

Using SIC in Setting Industrial Quotas

SIC stands for the Standard Industrial Classification, a numerical system set up by the Federal Government to classify different segments of industry by products. It is presented in complete detail in Standard Industrial Classification Manual, U.S. Government Printing Office, $2.50.

An industry can be classified on a 1-, 2-, 3-, or 4-digit basis, depending on the degree of detail desired. This article is designed to illustrate the interrelationships of the various SIC levels. Examples of 1-digit classifications are: Construction, Mining, Manufacturing, etc. Below is an example of how the Manufacturing classification proliferates into the more detailed classifications.

The basic source of SIC data is either the Census of Manufactures (1958 being the latest census year) or Social Security Records, as published in "County Business Patterns" (1st Quarter, 1959). In this form, however, non-disclosure rules will blank out much basic data, i.e., whenever one, two, or three large plants dominate any classification in any county. For example, consider Tazewell County in Illinois, which is credited with a total manufacturing employment in 1959 of 28,100—according to "County Business Patterns." However, no employment is cited for SIC industry 35 (Machinery), because the data for a plant with "over 500 employees" and with a 4-digit designation of 3531 are blanked out. This refers to the Caterpillar Tractor Co., with employment of about 22,000. Unless this blank, then, is filled in, the published data are of little use.

When these blanks are filled in the data become additive to state and industry totals which can be checked.

We cite below several examples taken from the files of Market Statistics, Inc., to illustrate four different types of SIC usage.

1-Digit SIC:

The ten 1-digit classifications represent the simplest way to classify the American economic structure: Agriculture, Mining, Construction, Manufacturing, Public Utilities, Wholesale Trade, Retail Trade, Finance, Insurance and Real Estate, Service and Government.

A large manufacturer of fluorescent lamps for non-residential use, for example, determined that its commercial and industrial sales quotas by region could be indicated by employment in five of the foregoing 1-digit industries. Since the demand for such lamps was conceived as a function of the size of establishment, employment in the establishment was the key factor here. The worksheet underlying the construction of quotas is illustrated in the table at the top of page 75.

2-Digit Analysis

A large manufacturer of a certain type of industrial lubricant found that the bulk of his sales was concentrated primarily in four particular 2-digit SIC industries. A sample mailing to plants in these industries enabled him to estimate the average volume of lubricant consumed per employee in each of the four industries. He was then able to calculate the potential by trading area, with worksheets as shown in the table at the bottom of page 75.

Among the virtues of this procedure is the ease with which the calculations can be performed with a computer once the consumption ratios per em-

How Manufacturing Breaks Down into Detailed Classifications

2-DIGIT		3-DIGIT		4-DIGIT	
20	Food and Kindred Products	201	Meat Products	2011	Meat Packing Plants
				2013	Prepared Meats
				2015	Poultry Dressing Wholesale
		202	Dairy Products	2021	Creamery Butter
				2022	Natural Cheese
				2023	Condensed and Evaporated Milk
				....	

County	Mining	Constr'n	Mfg.	Public Util.	Finance	Total	Total % of U. S.
Penobscot	35	1,258	11,754	1,819	1,079	15,945	.064
Aroostook	6	490	3,612	938	463	5,509	.022
Hancock	7	402	1,622	242	190	2,463	.010
Washington	—	179	1,826	417	135	2,557	.011
AREA TOTALS	48	2,329	18,814	3,416	1,867	26,474	.107

ployee are worked out in each industry, as in Worksheet II. Again, the industrial sales manager in assigning a quota to any area or county can back it up by pointing to the underlying detail. Thus the Aroostook potential of 21.4 th. gallons is primarily due to a concentration of chemical plants accounting for a potential of 16.3 th. gallons, etc.

The more difficult feature here is the calculation of consumption ratios in each industry. This can be based on sample reports, but more frequently the internal records of the supplier will yield adequate ratios, if studied with care. For this, the industrial sales manager must be able to establish for each plant on his customer list its SIC number and total employment (state directories are useful for this purpose, but Sales Management will soon publish a list of 12,000 plants having over 250 employees, which can serve as a handy reference list for employment and SIC codes of major plants).

3-Digit and 4-Digit Analysis

A large paper company found that its sale of packaging and other industrial paper products had a horizontal pattern of demand cutting across all manufacturing industries. However, the company's market research staff felt that the 2-digit industry classifications were too broad to be useful, in that diversity within each 2-digit industry was too wide to make the ratios of packaging consumption per employee meaningful. For example, the 2-digit SIC industry 28 (Chemical Products) includes both SIC 282 (Organic Chemicals) and 283 (Drugs and Medicines). Having decided that the packaging requirements of these two industries should be treated separately, the marketing director found it necessary to compile data on this 3-digit SIC level for counties to fill his needs. This was done by taking Univac tapes containing 4-digit detail by counties and summarizing to the 3-digit level.

The 3-digit data presented here by state was derived in a similar manner from corresponding 4-digit data, and is designed to offer some guides to the 3-digit distribution of employment by state. Since there are 142 separate 3-digit industries, it is immediately evident how much additional detail is provided here over the twenty 2-digit classifications.

Since the eventual goal of industrial marketing is to pinpoint specific plants (and often specific people in those plants), at some stage it is necessary

WORKSHEET I

Employment In 2-Digit SIC Industries

County	Textile Mill Prods.	Chemical Prods.	Fabric'd Metals	Machinery	Total
Penobscot	1,322	20	—	469	1,811
Aroostook	40	130	—	57	227
Hancock	—	10	150	—	160
Washington	—	65	—	122	187
Area Totals	1,362	225	150	648	2,385

WORKSHEET II

Annual Lubricant Consumption (Th. Gallons)*

County	Textile Mill Prods.	Chemical Prods.	Fabric'd Metals	Machinery	Total
Penobscot	26.4	2.5	—	35.2	64.1
Aroostook	.8	16.3	—	4.3	21.4
Hancock	—	1.3	7.5	—	8.8
Washington	—	8.1	—	9.2	17.3
Area Totals	27.2	28.2	7.5	48.7	111.6

* Based on the following consumption ratios per employe: Textile, 20 gal.; Chemical Prod., 125 gal.; Fabricated Metals, 50; Machinery, 75.

to turn to various directories for plant and personnel names. This job is made easier, however, if analysis on the 3- or 4-digit level has already isolated areas of greatest interest. Otherwise a universe of hundreds of thousands of plants constitutes too unwieldy an aggregation for effective analysis, even with the help of computers. On a 4-digit level, for example, there are some 300,000 manufacturing plants spread over 450 industries in 3,070 counties. A roomful of IBM cards would be required to describe this detail, or seven reels of magnetic tape, far beyond the needs or resources of most industrial marketing departments.

However, Sales Management feels that the 3-digit state summaries published here, plus the use of the Sales Management Directories of Key Plants (recording the names and 4-digit codes of about 12,000 plants having over 250 employees) will go a long way to simplify the location and identification of prospects for industrial products and services.

For example, consider the first industry presented below, Meat Products (201), for which a complete state distribution is provided for the 5,528 plants, employing over 312,000 employees in 1960. The table reveals, for example, that Iowa is the leading state having over 27,000 employees employed in 118 plants. In the table immediately following, we go behind this figure to see how it was obtained.

IOWA—1958

4-Digit Industry	Plants	Employment (Th.)
2011 Meat Packing	60	24,736
2013 Sausages, etc.	13	392
2015 Poultry, etc.	45	2,204
Total 201 Meat Products	118	27,332
Ratio of Change 1958-1960		.987
1960 Employment, 201		26,977

Here it can be seen that industry 2011 (Meat Packing) accounted for 24,736 employees in 1958, spread over 60 plants in Iowa. The Sales Management Directory of Key Plants (1st edition) identifies the following 10 large 2011 plants in Iowa accounting for the bulk of employment as follows: (In each case, city and county are in italics with the name of the plant and employment, in thousands, on the line below).

Mason City, Cerro Gordo	
Jacob Decker	1.5
Dubuque, Dubuque	
Dubuque Packing	2.4
Cedar Rapids, Linn	
Wilson	2.3
Des Moines, Polk	
Iowa Packing	1.6
Davenport, Scott	
Oscar Mayer	1.0
Ottumwa, Wapello	
John Morrell	3.1
Fort Dodge, Webster	
George Hormel	.9
Sioux City, Woodbury	
Swift	1.0
Sioux City, Woodbury	
Armour	1.1
Sioux City, Woodbury	
Sioux City Dressed Beef	1.5
Total	16.4

The Sales Management Directory of Medium Plants (now in preparation) will list two additional plants in the range of 250 to 500 employees:

Storm Lake, Buena Vista	
Kingan	.3
Estherville, Emmett	
John Morrell	.3

To identify all plants in this industry, it would be necessary to work with a state directory, not only for Iowa, but for all states.* The Sales Management Directories will offer an easy alternative, and will list plants accounting for two-thirds of all manufacturing employment. The ratio of coverage will, of course, be higher in some industries, lower in others. Eventually, we hope to be able to provide standardized data for all plants with over 100 employees.

* One problem in working with state directories is the wide range of variation in format, accuracy and detail (see pp. 70-73) for a discussion of each.

The Use of 3-Digit SIC in Industrial Marketing

The 142 three-digit industrial classifications following represent a very useful way of organizing industrial marketing data, since the 3-digit level falls between the 20 very broad industry groups (2-digit SIC) and the far more detailed 4-digit SIC breakdown (which requires some 450 separate industry classifications). Frequently, different levels of SIC analysis will be required at different stages of marketing research within the same company. In the final analysis, it probably will most often prove necessary to go to a 4- (or even 5-) digit level, since the selection and identification of actual plants will often require a detailed classification system. Nevertheless, using a state breakdown on the 3-digit SIC level, it is possible within the brief span of the following pages to describe the entire structure of American manufacturing today. We show for all states and regions the number of plants in each 3-digit industry (according to the 1958 Census of Manufactures) and employment for 1960, in which the 1958 Census estimates are projected forward on the basis of reports issued by the various State Employment Commissions. Such a table has never before been published in its entirety. Many companies may find in this body of data precisely where their own industrial prospects may be concentrated.

The estimates published here are summaries of the underlying 4-digit data. (It is one of the virtues of the SIC that 4-digit industries can be successively telescoped into the corresponding 3- and 2-digit categories.) Thus, Meat Packing (2011) is part of Meat Products (201), which in turn is part of Food and Kindred Products (20). All of the 4-digit state data (as well as the 3-digit) used here are available on punch cards for those who wish to use combinations of 3- and 4-digit categories by states.

Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	201—Meat Products		202—Dairy Products		203—Canned & Frozen Foods		204—Grain Mill Products		205—Bakery Products		206—Sugar		207—Confectionery, Related Products	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	43	1,569	174	4,449	23	341	7	131	125	3,801	...	...	10	514
Maine	42	1,646	100	1,380	99	4,946	21	342	42	2,062	...	...	7	45
Massachusetts	116	5,532	382	9,032	120	4,464	27	521	295	12,066	2	1,671	75	6,846
New Hampshire	18	645	75	779	5	199	5	114	23	657	...	...	2	7
Rhode Island	25	359	75	1,596	10	144	7	117	68	2,188	...	...	8	319
Vermont	11	213	70	1,048	3	48	9	750	17	404	...	...	4	45
	255	9,964	876	18,284	260	10,142	76	1,975	570	21,178	2	1,671	104	7,776
MIDDLE ATLANTIC														
New Jersey	118	5,200	229	7,184	108	10,929	38	811	285	11,948	...	...	68	3,521
New York	402	13,566	900	22,699	354	16,623	140	8,047	769	37,228	6	3,509	177	13,167
Pennsylvania	370	13,899	697	23,332	147	10,725	190	2,851	640	28,812	2	1,672	204	12,514
	890	32,665	1,826	53,215	609	38,277	368	11,709	1,694	77,988	8	5,181	449	29,202
EAST NORTH CENTRAL														
Illinois	329	26,027	434	13,887	150	9,673	144	14,337	374	22,066	2	31	127	15,186
Indiana	205	11,346	236	8,462	107	5,429	96	4,571	159	6,595	1	135	15	753
Michigan	245	6,746	449	11,967	159	7,383	83	7,352	274	12,636	5	820	37	546
Ohio	350	14,477	490	19,920	118	5,150	142	4,713	347	20,985	5	316	101	1,754
Wisconsin	155	11,056	1,221	18,568	150	9,215	75	1,543	152	7,273	1	145	30	1,398
	1,284	69,652	2,830	72,824	684	36,850	540	32,516	1,306	69,555	14	1,447	310	19,637
WEST NORTH CENTRAL														
Iowa	118	26,977	472	6,823	29	1,916	159	8,353	96	3,925	1	145	16	407
Kansas	103	9,063	158	3,688	10	305	114	3,518	69	3,013	...	...	4	45
Minnesota	89	18,967	674	10,839	45	4,191	112	3,505	117	4,385	4	358	20	953
Missouri	168	11,796	203	8,278	37	2,311	114	6,242	156	9,371	1	44	22	1,179
Nebraska	99	13,186	105	2,865	10	1,256	129	3,025	45	2,975	5	653	6	864
North Dakota	13	753	87	1,193	1	7	11	201	27	720	...	...	1	9
South Dakota	27	4,858	89	1,205	1	7	17	244	37	1,003	1	44	1	147
	617	85,600	1,788	34,891	133	9,993	656	25,088	547	25,392	12	1,244	70	3,604
SOUTH ATLANTIC														
Delaware	28	1,713	25	753	34	2,288	17	624	10	293	...	...	...	...
District of Columbia	5	478	10	2,310	4	63	2	110	22	1,688	...	...	3	10
Florida	96	3,514	87	5,688	163	13,153	56	1,498	123	5,432	3	487	26	298
Georgia	159	10,981	112	4,010	51	5,220	135	2,099	75	6,774	2	605	34	2,496
Maryland	82	6,112	83	4,292	195	10,011	40	940	92	4,899	1	1,448	26	611
North Carolina	177	5,748	84	4,781	45	1,336	198	2,942	98	7,736	...	...	12	252
South Carolina	59	1,936	47	1,881	25	882	47	674	26	1,768	...	...	5	116
Virginia	93	5,629	88	4,488	165	6,954	93	1,460	75	4,934	...	...	20	2,319
West Virginia	41	930	60	2,331	10	664	11	166	63	2,889	...	...	6	50
	740	37,041	596	30,534	692	40,571	599	10,513	584	36,413	6	2,540	132	6,152
EAST SOUTH CENTRAL														
Alabama	87	4,987	79	3,310	13	890	74	1,933	57	3,786	...	...	17	468
Kentucky	86	3,118	128	4,524	17	1,136	65	1,443	48	2,879	...	...	14	489
Mississippi	65	3,559	77	2,007	24	833	54	1,072	43	1,765	...	...	3	7
Tennessee	94	5,213	154	5,368	37	2,249	129	3,026	93	5,835	1	29	22	940
	332	16,877	438	15,209	91	5,108	322	7,474	241	14,245	1	29	56	1,904
WEST SOUTH CENTRAL														
Arkansas	85	4,040	66	1,537	36	3,166	52	1,353	46	1,645	...	...	5	58
Louisiana	84	2,336	90	3,003	91	3,789	65	1,734	101	4,718	53	6,033	13	357
Oklahoma	82	3,925	72	3,150	20	965	55	1,600	94	2,562	...	...	14	230
Texas	332	15,004	207	10,857	121	6,776	222	7,346	250	12,309	1	593	66	1,638
	583	25,305	435	18,547	268	14,696	394	12,033	491	21,234	54	6,626	98	2,283
MOUNTAIN														
Arizona	27	757	26	1,250	11	236	17	427	46	1,262	...	...	3	7
Colorado	69	3,775	118	2,881	34	1,202	58	1,126	70	3,220	14	1,955	13	478
Idaho	49	810	70	1,537	24	3,145	24	469	23	538	6	862	1	7
Montana	31	700	71	831	5	99	13	344	35	712	4	573	3	17
Nevada	7	69	12	316	...	...	...	...	12	219	...	...	1	7
New Mexico	18	504	23	856	2	25	21	248	30	857	...	...	3	45
Utah	44	1,785	62	1,835	29	894	36	796	37	1,342	5	545	20	482
Wyoming	11	103	24	334	2	48	5	83	22	229	3	386	1	7
	256	8,503	406	9,840	107	5,649	174	3,493	275	8,379	32	4,321	45	1,050
PACIFIC														
California	358	16,547	441	19,484	548	52,896	250	6,744	411	23,196	12	3,969	142	5,062
Oregon	108	2,239	124	2,975	113	8,156	53	1,247	63	3,064	1	270	13	269
Washington	105	3,314	120	4,604	187	8,025	53	1,881	101	3,801	2	251	25	891
	571	22,100	685	27,063	848	69,077	356	9,872	575	30,061	15	4,490	180	6,222
TOTAL U. S. A.	5,528	307,707	9,880	280,407	3,602	230,363	3,485	114,673	6,283	304,445	144	27,549	1,444	77,830

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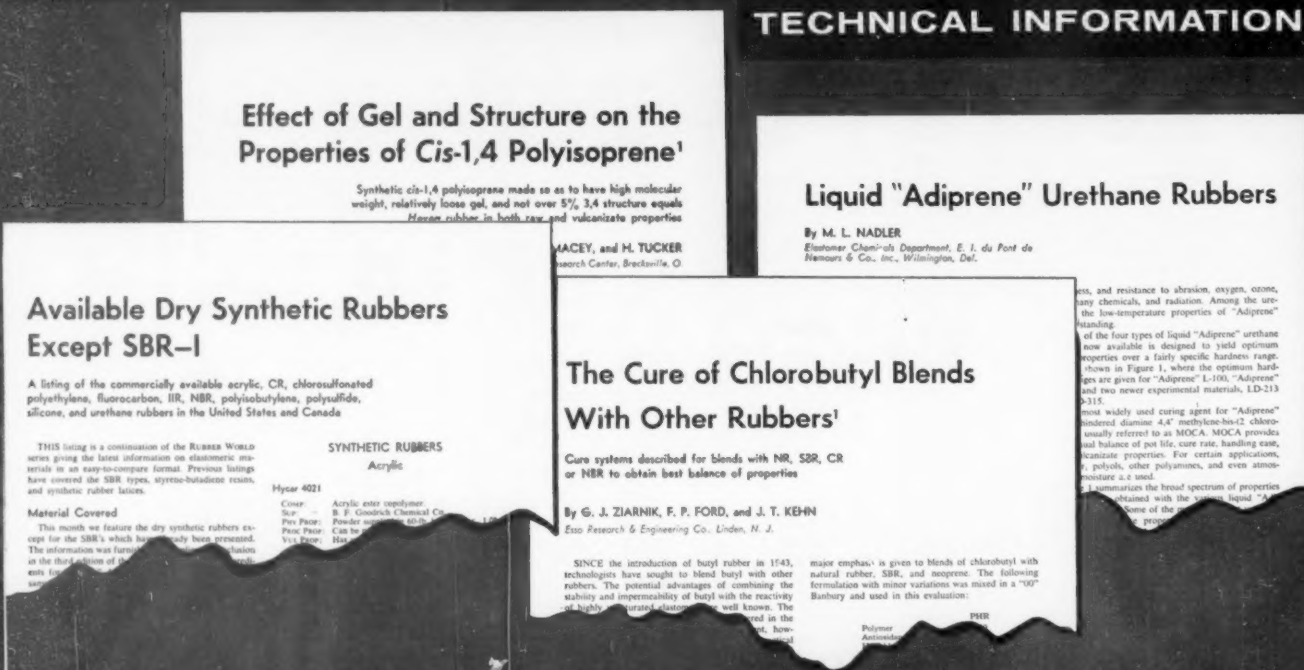
A NEW FORMULA FOR T

TECHNICAL INFORMATION



... from RUBBER WORLD with its new, modern publishing concept!

Today's rubber chemist is mixing more than chemicals

Was a time when the rubber chemist was strictly a technical compounder. Today he's mixing in management, too—at the request of top management. He's involved in production, materials handling, safety, personnel training and a host of other important plant activities. He's making decisions far beyond the compounding department—he's now a rubber chemist/executive.

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Written to be read fast

With his new responsibilities, time is more valuable than ever to the rubber chemist/executive. Today's RUBBER WORLD

HE RUBBER INDUSTRY

MANAGEMENT INFORMATION

Urethane Rubbers Growing in Use

Properties will enable material to compete in both plastics and rubber markets, take over some jobs from metals

By STUART V. d'ADOLF
RUBBER WORLD, New York, N. Y.

ALMOST overlooked an of urethane foams, the sol ready for a great rise in us The urethane rubbers a a seller as foams because a pound and up at prese ion on the one ha other,

New Tire Construction Joins Nylon and Rayon

Seiberling's new "Nytex" tire with both nylon and rayon cords is designed to provide safety and comfort, ease multiple inventories, and eliminate the question, "Which should I buy?"

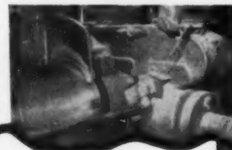
A COMBINATION rayon/nylon cord tire has been developed and will be marketed in the United States and Canada by the Seiberling Rubber Co. In this "wedding" of the two cords, the company's engineers f that they have been able to take advantage of th features of both and the undesirable

For Safer Mixing

The Lunn-Type Safety Bar

Moving the safety bar down to waist level helps keep operator out of danger and permits stopping mill even if both hands are caught

AN ACCIDENT on a rubber mixing mill, while it does not happen too often, thank goodness, is usually a very serious matter both to the individual and to his company. Preventing such accidents has been of prime concern to safety engineers and managers for many, many years. A guard which would positively prevent a man from approaching the danger area with any part of his body would be the ideal solution. Since no suitable guard that would not interfere with operation has yet for mills actually used for hand mixing. ward improved



Conveyors Roll into New Fields

Make gains in passenger transportation, food processing, mail and baggage handling

A special RUBBER WORLD report
By STUART V. d'ADOLF

USE of specialty rubbers, synthetic fiber carcasses, and new constructions has enabled conveyor belts to make inroads into specialized fields while continuing to increase use in heavy hauling—still the backbone of the conveyor industry.

Just recently, for example, New York City's busy Grand Central Terminal completed installation of a conveyor system to move mail rapidly in both directions between trucks at street-level loading platforms and trains several level

The sys al, will

Manufacturers Association, Inc., reports. However, development of solid-woven carcass belting, which is simpler to manufacture than the present multi-ply belts, may encourage entry of new firms into the field.

At present the leaders are three of the rubber industry's Big Four, Goodyear, Goodrich, and U. S. Rubber; the Manhattan Rubber Division of Raybestos-Manhattan, Inc.; the Thermoid Division of H. K. Porter Co., and Hewitt-Robbins, Inc. Hewitt-Robins also manufactures conveyor components and complete conveyors.

Although cont nents in conveyors may

reads fast, projects ideas fast. It has been restyled with a fresh, modern, clean-cut look. The wordage is economical—and meaningful. You get more out of it in less time.

Read with more interest

Rubber chemist/executives are taking a new look at RUBBER WORLD and with newly aroused interest. Reading that was once a "chore" is now a technical treat and a broadening experience. RUBBER WORLD's new publishing concept is to do more than inform—it's designed to stimulate readers . . . to present provocative articles to set their mental wheels whirring . . . to show them possible solutions to their problems through parallel situations in other industries. We know we're stirring up arguments, discussions. There's no better sign of editorial vigor and interest.

It's profitable to be part of this new excitement

You'll find it profitable to be part of this new excitement—to put your advertising story where there's plenty of action for better [illegible], new methods, expanding plant facilities. Look at the new RUBBER WORLD today. Then review your current advertising schedule. Are you running a large enough program in RUBBER WORLD?

RUBBER WORLD

630 THIRD AVE., NEW YORK 17, N.Y.
YUkon [illegible]
A BILL BROTHERS PUBLICATION

Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	208—Beverage Industries		209—Miscellaneous Food Preparations		211—Cigarettes		212—Cigars		213—Tobacco (Chewing, Smoking, Snuff)		214—Tobacco Stemming & Redrying		221—Broad Woven Fabric Mills Cotton	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	79	1,691	30	637	...	...	11	124	...	...	4	105	7	1,194
Maine	50	529	25	554	...	...	...	...	...	...	...	...	8	6,084
Massachusetts	173	4,342	154	3,515	...	...	11	219	1	7	1	46	23	7,765
New Hampshire	23	434	10	201	...	...	1	198	...	...	...	...	6	1,440
Rhode Island	38	1,285	24	496	...	...	1	6	...	...	...	...	7	1,232
Vermont	15	153	10	195	...	...	...	...	...	...	...	...	...	...
	378	8,434	253	5,598	...	...	24	547	1	7	5	151	51	17,715
MIDDLE ATLANTIC														
New Jersey	180	11,789	153	9,930	...	...	9	1,477	2	321	...	...	36	1,102
New York	454	21,806	435	11,418	3	48	49	292	6	44	...	...	26	219
Pennsylvania	359	13,904	304	5,563	2	179	82	10,657	9	52	13	654	25	1,594
	993	47,499	892	26,911	5	227	140	12,426	17	417	13	654	87	2,915
EAST NORTH CENTRAL														
Illinois	295	11,595	329	14,233	...	...	16	47	2	476	...	...	5	156
Indiana	141	6,359	115	3,976	...	...	4	642	1	7	...	...	...	...
Michigan	152	6,580	143	3,087	...	...	4	292	3	159	...	...	1	7
Ohio	237	11,053	229	6,764	...	...	6	997	6	162	4	106	2	7
Wisconsin	209	13,035	72	1,323	...	...	6	40	3	7	...	...	3	170
	1,034	48,622	838	29,383	...	...	36	2,018	15	811	4	106	11	340
WEST NORTH CENTRAL														
Iowa	88	1,617	104	2,154	...	...	...	...	...	...	...	...	...	...
Kansas	67	1,055	78	1,116	...	...	...	...	...	...	...	...	...	...
Minnesota	106	5,056	75	2,556	...	...	...	...	...	...	1	7	1	7
Missouri	153	8,518	141	4,029	...	...	4	53	2	318	...	...	1	7
Nebraska	57	1,374	52	1,160	...	...	...	...	...	...	...	...	1	7
North Dakota	17	248	3	19	...	...	...	...	...	...	...	...	...	...
South Dakota	20	274	14	112	...	...	...	...	...	...	...	...	...	...
	508	18,142	467	11,146	...	...	4	53	2	318	1	7	3	21
SOUTH ATLANTIC														
Delaware	13	258	12	309	...	...	...	...	...	...	...	...	...	...
District of Columbia	8	361	16	560	...	...	...	...	...	...	...	...	...	...
Florida	159	4,105	193	2,454	...	...	52	6,082	...	...	5	711	1	7
Georgia	151	4,354	170	4,267	...	...	1	583	...	...	1	65	70	42,784
Maryland	76	5,899	83	1,650	...	...	1	40	...	...	1	65	1	684
North Carolina	147	4,457	158	2,613	5	18,427	1	6	4	1,376	52	7,731	73	50,884
South Carolina	89	2,231	85	951	...	...	1	1,132	...	...	5	249	120	74,309
Virginia	107	3,294	95	2,242	5	9,079	2	584	4	1,383	17	2,964	6	12,720
West Virginia	74	1,348	23	163	...	...	3	292	1	318	...	...	1	7
	824	26,307	835	15,229	10	27,506	61	8,699	9	3,077	81	11,785	272	181,395
EAST SOUTH CENTRAL														
Alabama	104	2,495	124	1,843	...	...	3	518	...	...	...	...	34	22,106
Kentucky	135	11,799	78	1,725	4	7,487	2	465	6	705	31	1,895	1	324
Mississippi	99	1,909	115	1,833	...	...	...	...	...	...	...	...	3	849
Tennessee	114	3,110	134	3,868	...	...	1	135	7	716	8	238	4	2,983
	452	19,313	451	9,269	4	7,487	6	1,118	13	1,421	39	2,133	42	26,262
WEST SOUTH CENTRAL														
Arkansas	84	1,583	109	1,518	...	...	...	...	...	...	...	...	3	647
Louisiana	88	4,719	170	3,458	...	...	3	518	...	...	...	...	1	7
Oklahoma	89	1,371	112	1,502	...	...	...	...	...	...	...	...	1	1,257
Texas	324	9,225	517	10,915	...	...	1	292	...	...	1	7	17	5,216
	585	16,898	908	17,393	...	...	4	810	...	...	1	7	22	7,127
MOUNTAIN														
Arizona	35	718	54	978	...	...	...	...	...	...	...	...	...	...
Colorado	55	1,647	65	1,017	...	...	...	...	...	...	...	...	...	...
Idaho	22	314	19	262	...	...	...	...	...	...	...	...	...	...
Montana	36	562	14	91	...	...	...	...	...	...	...	...	...	...
Nevada	9	119	5	59	...	...	...	...	...	...	...	...	...	...
New Mexico	32	526	29	419	...	...	...	...	...	...	...	...	1	7
Utah	28	519	30	514	...	...	...	...	...	...	...	...	...	...
Wyoming	14	152	6	14	...	...	...	...	...	...	...	...	...	...
	231	4,557	222	3,354	...	...	...	...	...	...	...	...	1	7
PACIFIC														
California	429	16,196	549	13,783	...	...	8	40	1	7	...	...	3	32
Oregon	52	798	38	616	...	...	...	...	...	...	...	...	2	29
Washington	72	2,730	69	1,169	...	...	...	...	...	...	...	...	...	...
	553	19,724	656	15,568	...	...	8	40	1	7	...	...	5	61
TOTAL U. S. A.	5,558	209,496	5,572	133,851	19	35,220	283	25,711	58	6,058	144	14,843	494	235,843

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FAST FOOD
magazine

With a HORIZONTAL COVERAGE

read by over 50,000 Counter, Fast Food and Fountain Restaurants

NO MATTER WHAT YOU CALL THEM — fountain restaurants, counter restaurants, luncheonettes, coffee shops, industrial cafeterias, diners, sandwich shops, drive-ins, etc.

NO MATTER WHERE YOU FIND THEM — in drug stores, variety stores, department stores, confectionery stores, airports, railroad stations, bus terminals, etc.

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NBP

It's 2 to 1... In fast-service eating places, twice-the-turnover-per-seat means more meals . . . more sales . . . more profits.

Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	222—Broad Woven Mills, Man-made Fibers, Silk		223—Broad Woven Fabric Mills, Wool		224—Narrow Fabrics, Other Smallwares Mills, Cotton, Wool, Silk, Man-made Fibers		225—Knitting Mills		226—Dyeing, Finishing Textiles except Wool Fabrics & Knit Goods		227—Floor Covering Mills		228—Yarn & Thread Mills	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	11	1,356	18	1,730	20	1,230	27	1,876	28	2,364	1	1,145	21	3,426
Maine	5	469	28	4,948	4	121	3	170	...	...	6	137	9	909
Massachusetts	31	4,479	75	9,617	49	3,386	56	6,044	56	6,945	25	1,470	50	3,706
New Hampshire	7	1,629	22	4,242	17	779	17	2,895	7	1,195	2	46	13	541
Rhode Island	25	1,824	52	2,254	56	4,768	16	981	40	6,141	13	428	53	5,851
Vermont	...	...	7	698	...	...	4	104	...	...	...	...	1	7
	79	9,757	202	23,489	146	10,284	123	12,070	131	16,845	47	3,226	156	14,440
MIDDLE ATLANTIC														
New Jersey	60	1,936	16	1,729	56	1,255	187	7,368	164	12,237	11	1,478	48	1,501
New York	36	1,260	78	3,986	99	2,584	922	34,171	257	5,501	17	4,319	78	2,584
Pennsylvania	81	9,241	53	3,729	75	4,873	463	36,256	53	3,335	43	5,995	101	7,976
	177	12,437	147	9,444	230	8,712	1,572	77,797	474	21,073	71	11,792	227	12,061
EAST NORTH CENTRAL														
Illinois	3	45	6	296	5	229	20	1,586	17	419	2	1,200	5	800
Indiana	...	...	...	...	1	7	3	872	...	...	1	149	...	...
Michigan	...	...	4	146	1	7	4	207	2	143	3	61	2	51
Ohio	1	45	9	1,037	4	247	24	3,528	11	314	4	54	4	162
Wisconsin	...	...	6	630	3	49	36	4,993	3	55	2	419	6	138
	4	90	25	2,109	14	539	87	11,186	33	931	12	1,883	17	1,151
WEST NORTH CENTRAL														
Iowa	...	...	1	172	1	7	3	105	...	...	...	...	1	7
Kansas	...	...	...	...	1	153	...	...	1	13	...	...	...	...
Minnesota	...	...	3	175	...	...	10	2,195	...	...	...	...	2	102
Missouri	1	489	3	148	2	49	1	159	6	166	...	...	1	7
Nebraska	...	...	...	...	...	...	1	49	...	...	...	...	...	...
North Dakota	...	...	...	...	...	...	...	...	...	...	...	...	...	...
South Dakota	...	...	...	...	...	...	...	...	...	...	...	...	...	...
	1	489	7	495	4	209	15	2,508	7	179	...	...	4	116
SOUTH ATLANTIC														
Delaware	...	...	...	...	...	...	13	449	1	1,206	...	...	2	263
District of Columbia	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Florida	...	...	2	7	5	181	10	567	5	15	2	53	...	...
Georgia	16	4,804	11	5,326	9	295	68	9,399	12	2,344	74	7,993	53	13,489
Maryland	1	93	4	608	7	427	10	556	6	161	...	...	5	335
North Carolina	58	28,356	9	3,330	28	2,081	570	65,714	49	8,503	20	1,543	233	45,870
South Carolina	33	17,459	12	2,900	14	736	29	2,810	25	19,298	7	1,429	29	4,442
Virginia	18	4,406	11	3,309	7	1,032	49	7,689	6	1,658	3	2,434	6	1,055
West Virginia	...	...	2	146	1	181	3	1,692	...	...	...	...	...	...
	126	55,118	51	15,626	71	4,933	752	88,876	104	33,185	106	13,452	328	65,454
EAST SOUTH CENTRAL														
Alabama	1	146	2	620	8	668	27	5,246	5	1,847	2	243	26	6,273
Kentucky	...	...	1	7	3	181	9	1,859	2	22	1	7	1	244
Mississippi	...	...	1	45	1	49	16	2,952	...	...	1	663	...	...
Tennessee	5	1,232	5	1,149	4	289	85	18,290	7	1,847	10	831	12	2,610
	6	1,378	9	1,821	16	1,187	137	28,347	14	3,716	14	1,744	39	9,127
WEST SOUTH CENTRAL														
Arkansas	...	...	2	68	...	...	5	448	1	306	1	471	...	...
Louisiana	1	7	...	...	...	...	...	...	...	...	...	...	...	...
Oklahoma	...	...	1	7	...	...	1	159	...	...	1	7	...	...
Texas	1	72	3	69	1	7	5	742	4	15	2	14	5	119
	2	79	6	144	1	7	11	1,349	5	321	4	492	5	119
MOUNTAIN														
Arizona	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Colorado	...	...	...	...	...	...	2	7	2	15	...	...	...	...
Idaho	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Montana	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Nevada	...	...	...	...	...	...	...	...	...	...	...	...	...	...
New Mexico	...	...	1	7	...	...	...	...	1	7	...	...	...	...
Utah	...	...	1	45	...	...	5	215	...	...	...	...	...	...
Wyoming	...	...	...	...	...	...	...	...	...	...	...	...	...	...
	...	...	2	52	...	...	7	222	3	22	...	...	...	...
PACIFIC														
California	6	52	11	150	5	42	72	1,451	26	505	28	1,052	9	164
Oregon	...	...	8	691	1	7	4	1,342	...	...	...	...	1	128
Washington	...	...	1	365	...	...	6	163	1	7	...	...	...	...
	6	52	20	1,206	6	49	82	2,956	27	512	28	1,052	10	292
TOTAL U. S. A.	401	79,400	469	54,386	488	25,920	2,786	225,311	798	76,584	282	33,641	786	102,760

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	229—Miscellaneous Textile Goods		231—Men's & Boys' Suits, Coats, Overcoats		232—Men's & Boys' Furnishings		233—Women's, Misses' Outerwear		234—Women's, Misses', Children's Undergarments		235—Hats, Caps, & Millinery		236—Girl's Children's & Infant's Outerwear	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	34	1,456	8	229	36	1,767	128	6,130	38	3,897	20	2,478	11	368
Maine	11	416	2	247	6	1,358	8	501	2	77	...	...	7	307
Massachusetts	166	10,175	104	8,902	119	6,608	491	22,489	48	4,909	50	2,867	59	2,979
New Hampshire	6	149	2	49	6	348	8	465	2	69	1	7	3	197
Rhode Island	116	4,790	5	644	3	86	17	656	7	312	...	...	5	1,151
Vermont	2	56	...	...	3	130	6	608	7	891	...	...	8	193
	335	17,042	121	10,071	173	10,297	659	31,049	105	10,155	71	5,352	93	5,195
MIDDLE ATLANTIC														
New Jersey	114	5,786	105	7,543	108	8,158	715	27,863	112	9,253	34	923	214	8,257
New York	216	7,796	537	33,577	953	30,696	5,341	139,461	894	36,000	809	15,296	961	25,644
Pennsylvania	76	5,264	202	27,417	363	39,076	828	47,620	169	17,726	55	3,884	232	16,567
	406	18,846	844	68,537	1,424	77,930	6,884	214,944	1,175	62,979	898	20,103	1,407	50,468
EAST NORTH CENTRAL														
Illinois	40	3,618	71	9,543	102	5,212	252	13,517	42	4,732	61	1,881	18	453
Indiana	7	472	3	1,194	47	6,647	21	1,838	7	899	3	160	4	350
Michigan	22	1,592	4	38	28	1,387	22	577	15	1,404	7	87	17	884
Ohio	37	4,373	35	6,648	51	5,593	56	4,071	7	338	14	211	6	175
Wisconsin	16	926	6	388	15	1,375	30	2,737	4	162	5	231	8	106
	122	10,981	119	17,811	243	20,214	381	22,740	75	7,535	90	2,570	53	1,968
WEST NORTH CENTRAL														
Iowa	1	7	4	159	18	1,259	3	519	4	346	2	46	3	270
Kansas	1	7	2	49	11	1,056	13	724	1	48	...	...	7	221
Minnesota	9	547	18	1,406	24	2,381	34	1,436	5	346	7	192	13	714
Missouri	16	1,013	19	2,787	86	12,175	140	11,159	10	953	49	2,562	21	575
Nebraska	1	7	...	...	8	539	6	533	2	346	...	...	...	...
North Dakota	...	...	...	...	...	...	...	...	...	...	...	...	...	...
South Dakota	...	...	...	...	...	...	1	7	...	...	...	...	...	...
	28	1,581	43	4,401	147	17,410	197	14,378	22	2,039	58	2,800	44	1,780
SOUTH ATLANTIC														
Delaware	4	452	1	159	6	570	6	389	2	2,001	...	...	4	91
District of Columbia	...	...	...	...	...	...	1	7	...	...	...	...	1	7
Florida	12	153	7	186	38	2,002	120	2,538	7	319	6	14	21	668
Georgia	25	7,289	12	3,292	113	22,188	45	2,759	26	5,052	4	209	14	1,240
Maryland	7	392	80	7,526	95	6,337	60	4,741	4	509	11	618	17	836
North Carolina	43	4,323	2	354	68	12,298	32	3,339	48	6,553	...	...	26	2,726
South Carolina	22	2,989	...	...	45	8,993	37	8,231	10	1,144	1	46	20	4,711
Virginia	6	532	5	2,099	47	11,066	30	4,146	12	1,413	5	542	18	1,849
West Virginia	...	...	...	...	6	715	8	1,429	10	1,393	...	...	2	374
	119	16,130	107	13,616	416	64,169	339	27,579	119	18,384	27	1,429	123	12,502
EAST SOUTH CENTRAL														
Alabama	12	1,844	3	709	60	14,724	17	958	14	3,906	2	54	8	766
Kentucky	1	113	10	4,992	45	11,671	16	1,367	1	48	3	218	1	152
Mississippi	7	546	1	354	69	20,462	7	1,036	6	1,552	...	...	2	328
Tennessee	15	1,543	11	3,054	109	31,726	22	2,774	7	1,039	4	153	4	106
	35	4,046	25	9,109	283	78,583	62	6,135	28	6,545	9	425	15	1,352
WEST SOUTH CENTRAL														
Arkansas	3	160	...	...	22	5,961	15	1,763	3	208	...	...	2	45
Louisiana	8	486	9	1,236	20	2,957	5	18	5	346	...	...	4	184
Oklahoma	...	...	1	49	10	1,366	8	386	4	1,140	1	7	6	237
Texas	29	925	16	1,327	84	14,352	145	8,110	22	1,793	35	1,929	54	3,031
	40	1,571	26	2,612	136	24,636	173	10,277	34	3,487	36	1,936	66	3,497
MOUNTAIN														
Arizona	...	...	...	...	12	881	24	557	2	131	...	...	1	7
Colorado	...	...	2	141	6	589	7	303	2	132	4	53	2	7
Idaho	...	...	...	...	...	...	...	...	...	...	...	...	...	...
Montana	1	48	...	...	...	...	...	...	...	...	...	...	...	...
Nevada	...	...	...	...	...	...	1	7	...	...	...	...	...	...
New Mexico	...	...	1	7	5	113	6	48	...	...	...	...	...	...
Utah	1	7	2	141	4	365	7	700	2	260	...	...	3	43
Wyoming	...	...	...	...	...	...	...	...	...	...	...	...	...	...
	2	55	5	289	27	1,948	45	1,615	6	523	4	53	6	57
PACIFIC														
California	67	2,130	70	3,313	245	9,882	970	27,017	80	4,145	51	661	116	2,661
Oregon	5	110	1	70	5	710	15	664	...	...	2	14	3	157
Washington	9	77	4	73	21	1,372	26	1,016	1	7	3	53	2	43
	81	2,317	75	3,456	271	11,964	1,011	28,697	81	4,152	56	728	121	2,861
TOTAL U. S. A.	1,168	72,569	1,365	129,902	3,120	307,151	9,751	357,414	1,645	115,799	1,249	35,396	1,928	79,680

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	237—Fur Goods		238—Miscellaneous Apparel & Accessories		239—Miscellaneous Fabricated Textile Products		241—Logging Camps & Logging Contractors		242—Sawmills & Planing Mills		243—Millwork, Veneer, Plywood & Pre-Fab Structural Wood Products		244—Wooden Containers	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	6	12	26	1,004	80	2,231	7	14	46	155	54	598	16	34
Maine	...	...	3	303	15	433	992	5,882	366	2,576	29	845	34	278
Massachusetts	6	13	103	5,154	206	7,981	24	152	123	733	123	1,440	56	999
New Hampshire	...	...	2	170	11	186	154	994	178	1,306	27	1,295	23	782
Rhode Island	...	...	13	579	26	854	5	73	2	7	12	180	6	317
Vermont	...	...	1	120	3	22	129	418	180	1,624	18	1,061	8	20
	12	25	148	7,330	401	11,707	1,311	7,533	895	6,401	263	5,419	143	2,430
MIDDLE ATLANTIC														
New Jersey	7	23	99	3,849	1,078	12,332	24	63	61	519	105	1,816	64	1,191
New York	1,454	5,789	909	24,008	2,432	39,158	168	857	377	4,058	288	4,793	115	1,241
Pennsylvania	23	85	89	4,823	317	8,434	248	880	860	4,995	165	3,355	53	827
	1,484	5,897	1,097	32,680	3,827	59,924	440	1,800	1,298	9,572	558	9,964	232	3,259
EAST NORTH CENTRAL														
Illinois	49	92	64	3,134	342	7,741	36	85	200	1,766	234	4,871	60	1,528
Indiana	...	...	18	1,263	76	1,487	33	82	258	1,986	96	5,429	28	576
Michigan	3	55	16	428	139	7,127	503	2,073	349	3,588	165	2,737	62	710
Ohio	4	5	33	1,840	187	3,844	45	144	430	2,138	127	3,413	68	1,479
Wisconsin	11	58	27	1,235	74	992	298	1,336	287	3,084	157	9,718	51	1,242
	67	210	158	7,900	818	21,191	915	3,720	1,524	12,562	779	26,168	269	5,535
WEST NORTH CENTRAL														
Iowa	...	...	9	440	28	1,083	21	62	102	387	43	3,922	10	212
Kansas	...	...	2	113	32	628	6	11	29	172	31	466	7	57
Minnesota	9	29	8	170	65	1,715	383	2,124	215	990	90	3,420	26	377
Missouri	2	5	19	913	122	3,161	40	182	384	2,961	76	1,259	40	679
Nebraska	...	...	4	94	18	103	...	...	9	46	18	429	3	39
North Dakota	...	...	...	...	2	15	...	...	4	7	4	47	...	...
South Dakota	...	...	...	...	5	8	11	61	30	750	11	160	1	7
	11	34	42	1,730	272	6,713	461	2,440	773	5,313	273	9,703	87	1,371
SOUTH ATLANTIC														
Delaware	...	...	...	...	9	199	17	204	26	372	5	54	2	150
District of Columbia	1	5	...	...	15	187	...	...	...	...	7	160	...	...
Florida	1	5	9	209	122	967	454	3,560	224	4,556	185	2,966	37	2,067
Georgia	...	...	20	1,722	112	6,095	941	6,071	930	13,567	79	3,303	35	3,141
Maryland	4	16	8	516	68	2,410	71	367	200	2,253	49	1,136	25	771
North Carolina	...	...	9	1,604	58	4,559	664	4,424	1,580	18,711	151	6,258	24	1,358
South Carolina	...	...	13	857	37	1,552	611	4,091	513	8,273	63	3,296	15	818
Virginia	...	...	4	71	37	2,118	351	2,200	1,271	13,749	59	3,458	31	2,062
West Virginia	...	...	1	7	7	66	194	992	485	5,127	13	464	8	187
	6	26	64	4,986	465	18,153	3,303	21,909	5,229	66,608	611	21,095	177	10,554
EAST SOUTH CENTRAL														
Alabama	...	...	6	1,392	36	1,632	709	5,030	748	15,312	88	2,716	25	663
Kentucky	...	...	2	49	26	959	102	463	529	5,367	29	1,227	21	1,187
Mississippi	...	...	9	1,517	18	1,134	371	2,305	531	10,700	41	2,496	18	2,315
Tennessee	...	...	6	914	46	2,327	128	589	896	11,335	64	2,109	28	1,569
	...	...	23	3,872	126	6,052	1,310	8,387	2,704	42,714	222	8,548	92	5,734
WEST SOUTH CENTRAL														
Arkansas	...	...	4	384	10	31	421	2,893	623	14,677	33	1,143	17	1,274
Louisiana	...	...	9	113	24	1,159	404	2,790	257	11,148	66	1,796	13	880
Oklahoma	...	...	7	302	25	252	13	90	73	1,251	38	433	2	7
Texas	2	5	26	1,437	158	3,542	267	1,440	308	8,442	207	3,989	29	1,717
	2	5	46	2,236	217	4,984	1,105	7,213	1,261	35,518	344	7,361	61	3,878
MOUNTAIN														
Arizona	...	...	5	138	23	213	18	169	42	2,085	29	532	4	65
Colorado	1	3	6	72	36	324	45	221	157	1,580	34	448	5	96
Idaho			2	303	6	33	239	3,003	204	7,484	15	151	11	65
Montana	...	...	1	7	2	10	153	1,239	209	4,945	22	580	2	48
Nevada	1	2	...	...	4	24	4	74	4	158	7	309	...	...
New Mexico	...	...	1	81	6	296	24	203	71	1,210	19	343	...	...
Utah	...	...	...	...	12	127	11	74	53	444	25	239	2	2
Wyoming					1	9	15	74	62	662	4	9	...	...
	2	5	15	601	90	1,036	509	5,057	802	18,568	155	2,611	24	276
PACIFIC														
California	65	175	93	1,952	582	9,141	773	6,815	649	26,275	548	12,285	134	3,026
Oregon	1	2	7	157	35	1,029	1,652	13,973	777	32,178	203	22,595	31	990
Washington	1	3	8	230	55	959	1,026	9,747	638	20,089	169	12,078	28	618
	67	180	108	2,339	672	11,129	3,451	30,535	2,064	78,542	920	46,958	193	4,634
TOTAL U.S.A.	1,651	6,382	1,701	63,674	6,888	140,889	12,806	88,594	16,550	275,798	4,125	137,827	1,278	37,671

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	249—Miscellaneous Wood Products		251—Household Furniture		252—Office Furniture		253—Public Building & Related Furniture		254—Partitions, Shelving, Lockers, Fixtures		259—Miscellaneous Furniture Fixtures		261—Pulp Mills	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	30	405	86	2,319	3	587	6	475	18	188	19	215	...	...
Maine	108	4,833	21	457	1	11	2	66	5	154	3	8	4	664
Massachusetts	127	2,791	286	9,863	8	145	15	302	57	834	24	580	1	7
New Hampshire	53	1,245	34	1,397	...	...	2	66	8	262	2	8	2	1,329
Rhode Island	16	49	7	115	2	77	...	...	12	243	7	163	...	...
Vermont	51	826	18	1,607	...	...	...	...	2	48	...	...	...	...
	385	10,149	452	15,758	14	820	25	909	102	1,729	55	974	7	2,000
MIDDLE ATLANTIC														
New Jersey	84	1,651	241	6,282	8	1,045	6	194	80	978	53	816	3	47
New York	406	6,148	969	23,107	66	4,854	31	1,015	347	7,357	200	2,862	5	153
Pennsylvania	144	2,377	392	16,977	25	3,070	31	787	121	2,718	65	1,437	3	877
	634	10,176	1,602	46,366	99	8,969	68	1,996	548	11,053	318	5,115	11	1,077
EAST NORTH CENTRAL														
Illinois	146	3,882	369	18,274	12	1,529	23	763	127	3,931	87	1,979	5	144
Indiana	83	1,558	194	17,318	18	1,737	13	511	32	823	17	112	...	...
Michigan	164	2,877	241	9,693	20	2,911	22	2,886	70	2,363	34	1,744	...	...
Ohio	112	1,820	190	9,081	21	4,750	22	830	92	5,502	30	481	1	47
Wisconsin	84	1,334	92	4,439	9	575	19	780	45	770	14	2,760	4	472
	589	11,471	1,086	58,805	80	11,502	99	5,770	366	13,389	182	7,076	19	663
WEST NORTH CENTRAL														
Iowa	15	231	51	1,813	5	782	7	179	15	195	10	15	1	47
Kansas	6	28	20	628	4	354	2	66	10	93	11	55	...	...
Minnesota	38	769	84	1,721	5	55	10	143	27	621	14	130	...	...
Missouri	97	2,008	104	3,695	8	141	11	472	42	1,085	30	844	...	...
Nebraska	7	336	22	628	1	8	3	69	7	406	6	50	...	...
North Dakota	...	...	2	15	...	...	...	...	1	7	...	...	...	...
South Dakota	7	80	7	54	...	...	1	11	...	...	...	...	...	...
	170	3,452	290	8,554	23	1,340	34	940	102	2,407	71	1,094	1	47
SOUTH ATLANTIC														
Delaware	4	263	4	12	...	...	...	...	1	7	...	...	...	...
District of Columbia	1	7	6	62	...	...	...	...	4	48	1	8	...	...
Florida	82	1,068	287	6,200	3	14	4	173	71	777	52	383	2	1,261
Georgia	54	1,416	121	6,671	2	170	5	275	24	297	22	183	2	1,602
Maryland	30	756	71	2,417	...	...	4	66	34	387	12	2,340	...	...
North Carolina	88	1,284	406	38,977	6	1,165	14	1,976	21	746	19	179	1	681
South Carolina	27	843	42	3,387	3	172	1	11	6	71	2	8	1	47
Virginia	51	1,256	106	15,535	1	447	5	177	17	1,100	15	396	2	681
West Virginia	25	312	29	1,027	2	8	1	11	6	124	5	50	...	...
	362	7,205	1,072	74,288	17	1,976	34	2,689	184	3,557	128	3,547	8	4,272
EAST SOUTH CENTRAL														
Alabama	44	986	73	2,921	1	4	5	66	16	141	15	65	1	153
Kentucky	41	698	78	4,830	2	61	5	66	13	150	10	61	...	...
Mississippi	48	2,236	52	5,120	1	6	3	66	8	156	10	61	2	1,495
Tennessee	75	2,098	153	12,298	3	50	13	299	28	318	12	56	2	681
	208	6,018	356	25,169	7	121	28	497	65	765	47	243	5	2,329
WEST SOUTH CENTRAL														
Arkansas	58	1,840	78	6,690	...	...	9	633	5	15	9	143	...	...
Louisiana	43	964	56	1,211	...	...	3	66	14	131	10	54	...	...
Oklahoma	18	345	43	975	2	13	3	66	16	156	8	57	...	...
Texas	107	1,878	255	7,233	11	310	22	1,624	93	1,433	93	583	2	47
	226	5,027	432	16,109	13	323	37	2,389	128	1,735	120	837	2	47
MOUNTAIN														
Arizona	5	7	37	500	...	...	2	66	12	173	8	44	...	...
Colorado	14	354	46	774	2	6	5	434	16	201	9	87	...	...
Idaho	10	145	10	38	...	...	1	11	...	...	3	8	1	425
Montana	7	57	6	58	...	...	...	...	...	...	1	8	1	47
Nevada	2	7	3	15	...	...	1	11	4	7	1	8	...	...
New Mexico	2	57	8	73	1	11	...	...	9	62	3	8	...	...
Utah	3	7	23	491	...	...	1	11	9	62	4	15	...	...
Wyoming	4	168	2	8	...	...	...	...	...	...	1	8	...	...
	47	802	135	1,957	3	17	10	533	50	505	30	186	2	472
PACIFIC														
California	254	4,732	952	21,985	41	654	49	1,661	255	3,880	134	1,566	...	...
Oregon	97	1,185	55	1,741	...	...	5	66	20	251	10	57	2	153
Washington	59	1,050	80	2,569	3	61	3	194	28	235	14	112	11	3,422
	410	6,967	1,087	26,295	44	715	57	1,921	303	4,346	158	1,735	13	3,575
TOTAL U. S. A.	3,031	61,261	6,512	273,301	300	25,783	390	17,644	1,848	39,486	1,109	20,807	59	14,482

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	262—Paper Mills		263—Paperboard Mills		264—Converted Paper Products		265—Paperboard Containers		266—Building Paper		271—Newspapers		272—Periodicals	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	6	580	14	1,711	33	1,708	52	4,460	2	48	67	4,538	28	1,009
Maine	16	14,499	3	153	8	1,464	12	350	1	236	48	1,577	4	30
Massachusetts	43	11,108	10	1,479	172	13,338	144	10,848	5	48	192	12,441	69	736
New Hampshire	16	2,454	8	358	13	2,068	7	248	...	...	42	903	7	31
Rhode Island	...	...	...	...	12	380	26	1,328	2	175	20	1,583	4	7
Vermont	6	598	1	335	12	1,280	3	207	...	...	25	697	3	7
	87	29,237	36	4,038	250	20,248	244	17,239	10	507	394	21,719	113	1,820
MIDDLE ATLANTIC														
New Jersey	18	3,039	21	2,963	130	8,038	158	13,815	14	1,182	196	8,260	58	606
New York	60	11,976	24	3,085	557	25,214	391	26,428	23	734	522	37,466	645	31,201
Pennsylvania	29	9,642	16	2,651	144	9,559	210	16,183	7	629	380	21,586	106	7,389
	107	24,657	61	8,699	831	42,811	759	56,426	44	2,545	1,098	67,312	809	39,196
EAST NORTH CENTRAL														
Illinois	7	409	11	2,501	200	12,234	199	16,808	19	848	455	20,577	258	5,795
Indiana	2	308	9	1,701	45	3,719	44	5,509	5	48	263	8,530	34	573
Michigan	22	5,523	19	4,277	78	8,421	75	9,089	3	393	320	12,588	58	621
Ohio	19	8,789	25	3,181	120	10,975	118	13,346	14	749	358	17,705	77	3,408
Wisconsin	38	18,291	7	1,541	81	10,455	56	6,209	2	48	243	8,989	43	771
	88	33,380	71	13,201	521	45,804	492	50,961	43	2,086	1,639	68,389	470	11,168
WEST NORTH CENTRAL														
Iowa	...	...	2	153	10	786	20	1,244	2	147	324	5,887	33	2,585
Kansas	...	...	2	340	6	110	13	1,706	...	...	252	3,674	19	693
Minnesota	5	3,049	2	737	38	2,678	27	2,213	4	3,390	310	6,589	53	769
Missouri	1	7	2	153	62	5,975	58	5,931	8	168	307	7,759	58	2,281
Nebraska	...	...	...	...	5	203	7	432	...	...	182	2,721	9	240
North Dakota	...	...	...	...	...	...	1	7	1	7	82	1,005	1	7
South Dakota	...	...	...	...	...	...	2	54	...	...	111	1,118	4	48
	6	3,056	8	1,383	121	9,750	128	11,587	15	3,712	1,568	28,763	174	6,603
SOUTH ATLANTIC														
Delaware	3	191	1	47	2	195	3	180	...	...	17	657		
District of Columbia	...	...	...	...	4	405	3	187	...	...	17	4,011	59	3,455
Florida	2	2,300	6	4,192	37	2,914	36	2,546	3	381	171	8,652	53	259
Georgia	2	2,300	7	3,313	32	4,690	32	4,619	4	961	156	4,268	31	369
Maryland	1	2,222	4	598	17	745	40	5,504	1	157	77	4,191	25	239
North Carolina	5	4,982	4	1,768	17	493	41	3,004	2	48	167	4,878	27	187
South Carolina	...	...	3	3,737	9	667	13	2,724	...	...	76	2,101	9	45
Virginia	5	1,899	7	4,184	19	2,305	22	1,905	1	381	121	4,542	18	125
West Virginia	2	47	2	157	6	617	10	636	...	...	87	2,844	1	7
	20	13,941	34	17,992	143	13,031	200	21,265	11	1,928	889	36,144	223	4,686
EAST SOUTH CENTRAL														
Alabama	4	5,284	3	613	10	2,843	11	397	2	960	115	3,177	11	208
Kentucky	...	...	...	...	13	1,000	17	1,071	...	...	139	3,061	18	214
Mississippi	1	1,533	...	...	3	243	6	488	4	4,536	100	1,512	4	48
Tennessee	3	2,737	5	667	19	2,553	31	2,510	2	48	112	4,412	29	422
	8	9,554	8	1,280	45	6,639	65	4,466	8	5,544	466	12,162	62	892
WEST SOUTH CENTRAL														
Arkansas	3	2,301	1	681	9	1,217	8	1,183	2	48	106	1,756	11	62
Louisiana	5	4,740	3	4,771	18	2,758	16	2,653	3	2,531	105	3,355	27	124
Oklahoma	...	...	2	153	5	15	5	428	2	48	180	3,837	10	353
Texas	3	3,154	3	681	52	2,860	49	2,761	9	284	515	14,460	93	759
	11	10,195	9	6,286	82	6,850	78	7,025	16	2,911	906	23,408	141	1,298
MOUNTAIN														
Arizona	...	...	...	...	5	49	5	62	1	7	58	2,028	17	52
Colorado	...	...	1	47	7	282	13	480	1	7	128	3,775	22	355
Idaho	...	...	1	681	4	15	3	67	...	...	63	1,025	2	7
Montana	...	...	...	...	1	7	...	...	1	7	86	1,657	3	48
Nevada	...	...	...	...	1	7	1	7	...	...	21	543	2	7
New Mexico	...	...	...	...	...	...	...	...	...	...	47	1,044	5	48
Utah	1	7	...	...	1	48	4	139	...	...	40	1,028	7	42
Wyoming	...	...	...	...	1	7	...	...	...	...	38	502	2	7
	1	7	2	728	20	395	28	755	3	21	479	11,600	60	566
PACIFIC														
California	9	620	14	2,536	194	8,710	158	12,553	16	967	525	30,386	226	2,264
Oregon	5	3,162	3	706	22	1,213	12	882	11	1,076	110	3,468	21	90
Washington	12	6,416	6	1,493	16	2,777	17	1,637	4	349	176	5,587	24	149
	26	10,198	23	4,735	232	12,700	187	15,072	31	2,392	811	39,421	271	2,503
TOTAL U. S. A.	354	134,225	252	58,340	2,245	158,228	2,179	184,796	181	21,646	8,250	306,898	2,323	68,732

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	273—Books		274—Miscellaneous Publishing		275—Commercial Printing		276—Manifold Business Forms		277—Greeting Cards		278—Bookbinding		279—Service Industries for Printing Trade	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	26	416	12	247	277	6,509	12	382	6	261	16	312	59	1,109
Maine	8	81	1	6	72	515	...	...	1	8	5	15	6	73
Massachusetts	72	5,440	45	698	684	11,319	19	949	24	2,946	78	3,231	89	1,556
New Hampshire	9	95	...	...	57	1,141	3	296	2	404	3	188	10	134
Rhode Island	6	248	3	7	109	1,433	1	7	2	403	5	56	15	189
Vermont	10	771	2	46	45	328	1	7	4	404	...	...	1	46
	131	7,051	83	1,004	1,244	21,245	36	1,643	38	4,426	107	3,802	180	3.106
MIDDLE ATLANTIC														
New Jersey	69	4,814	32	522	675	13,609	22	962	10	216	57	2,500	77	1,039
New York	530	24,237	339	6,259	3,023	50,477	147	3,305	106	5,720	475	14,006	473	11,724
Pennsylvania	102	4,630	49	635	1,071	25,754	36	1,185	12	438	78	2,056	148	3,620
	701	33,681	420	7,416	4,769	89,840	205	5,452	128	6,374	610	18,562	698	16,383
EAST NORTH CENTRAL														
Illinois	146	9,843	92	3,761	1,447	41,121	58	2,288	27	2,872	144	6,678	228	6,208
Indiana	42	4,820	17	149	402	5,278	8	406	1	8	17	558	51	866
Michigan	49	861	54	535	703	10,271	27	596	4	163	32	1,293	98	2,044
Ohio	70	3,050	39	484	998	23,526	50	4,351	12	3,931	62	1,563	149	2,511
Wisconsin	34	2,987	28	331	411	9,038	9	196	1	8	19	915	50	674
	341	21,561	230	5,260	3,963	89,234	152	7,837	45	6,982	274	11,005	576	12,303
WEST NORTH CENTRAL														
Iowa	19	278	15	54	219	2,326	6	176	5	59	12	209	19	155
Kansas	11	170	8	295	155	1,249	11	331	4	1,097	12	284	14	108
Minnesota	33	2,329	20	331	324	10,347	11	140	1	50	20	421	35	644
Missouri	39	2,494	21	411	504	8,408	23	872	4	3,387	41	1,286	82	1,153
Nebraska	6	65	5	7	131	2,181	3	41	...	...	5	15	13	99
North Dakota	3	8	3	7	35	237	1	7	...	...	...	...	1	7
South Dakota	2	16	8	46	36	230	...	...	...	...	3	57	2	7
	113	5,360	80	1,151	1,404	24,978	55	1,567	14	4,693	93	2,252	166	2,173
SOUTH ATLANTIC														
Delaware	...	...	...	...	26	624	2	7	...	...	2	15	3	14
District of Columbia	23	758	9	331	128	3,461	7	46	2	39	8	172	28	367
Florida	22	117	28	205	397	3,229	15	216	7	48	18	226	50	387
Georgia	16	558	8	260	150	3,853	8	154	1	8	11	282	32	452
Maryland	20	829	9	46	236	4,163	15	980	2	109	23	1,458	31	533
North Carolina	11	336	13	54	251	3,165	10	159	...	...	11	172	19	304
South Carolina	7	214	1	46	91	854	1	7	...	...	2	15	6	36
Virginia	9	877	6	608	226	3,325	7	331	...	...	10	104	26	296
West Virginia	9	53	1	7	77	844	3	7	...	...	1	8	5	29
	117	3,742	75	1,555	1,682	23,318	68	1,907	12	204	86	2,452	200	2,418
EAST SOUTH CENTRAL														
Alabama	10	129	...	...	134	1,537	3	54	...	...	8	113	10	62
Kentucky	10	450	3	46	161	4,188	6	191	2	8	4	79	16	171
Mississippi	7	161	1	7	78	544	1	46	...	...	4	79	1	7
Tennessee	13	2,688	16	54	226	4,271	10	346	...	...	10	285	25	486
	40	3,428	20	107	599	10,540	20	637	2	8	26	556	52	726
WEST SOUTH CENTRAL														
Arkansas	10	293	2	7	79	770	5	157	...	...	2	8	4	42
Louisiana	10	121	4	46	161	1,664	14	54	...	...	9	97	18	136
Oklahoma	7	77	9	54	174	1,560	8	46	1	8	9	159	18	155
Texas	54	1,336	38	331	723	7,774	33	988	2	8	28	1,009	82	910
	81	1,827	53	438	1,137	11,768	60	1,245	3	16	48	1,273	122	1,243
MOUNTAIN														
Arizona	7	18	8	46	76	584	4	61	...	...	5	150	11	76
Colorado	16	333	11	231	167	2,211	7	61	1	10	11	100	21	162
Idaho	1	8	1	7	32	297	2	7	...	...	1	12	2	7
Montana	1	8	...	...	21	250	...	...	...	...	...	...	2	7
Nevada	2	8	2	7	16	175	...	...	...	...	...	...	1	7
New Mexico	1	8	4	7	49	417	...	...	...	...	1	8	3	14
Utah	7	42	1	7	59	800	1	61	...	...	5	66	8	48
Wyoming	2	16	2	7	11	124	...	...	...	...	...	...	1	7
	37	441	29	312	431	4,858	14	190	1	10	23	336	49	328
PACIFIC														
California	116	1,336	115	2,394	1,644	21,205	87	2,984	37	1,010	124	2,576	242	2,707
Oregon	4	31	9	46	178	1,470	5	164	...	...	5	112	16	144
Washington	13	125	11	54	217	1,942	10	182	2	10	10	150	27	197
	133	1,492	135	2,494	2,039	24,617	102	3,330	39	1,020	139	2,838	285	3,048
TOTAL U.S.A.	1,094	78,583	1,105	19,737	17,268	300,398	712	23,808	282	23,633	1,406	43,076	2,328	41,728

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	281—Industrial Inorganic, Organic Chemicals		282—Plastics Materials, Synthetic Resins, Rubbers, Man-made Fibers, except Glass		283—Drugs		284—Soap & Toilet Preparations		285—Paints & Allied Products		286—Gum & Wood Chemicals		287—Agricultural Chemicals	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	23	2,128	11	2,035	21	2,302	52	1,772	17	283	2	46	4	14
Maine	8	325	...	...	2	14	...	...	2	28	...	...	11	106
Massachusetts	46	2,489	26	4,344	47	1,038	130	3,840	73	1,802	8	54	16	345
New Hampshire	2	55	2	8	3	64	9	74	2	15	...	...	...	...
Rhode Island	13	475	6	618	5	47	21	200	14	315	1	7	4	61
Vermont	1	50	1	50	2	47	3	57	3	28	...	...	2	14
	93	5,519	46	6,955	80	3,512	215	5,943	111	2,471	11	107	37	620
MIDDLE ATLANTIC														
New Jersey	186	30,536	57	7,896	123	15,354	207	15,647	171	7,622	2	7	38	1,745
New York	145	17,260	43	5,943	240	20,088	486	13,291	197	4,401	14	46	38	1,020
Pennsylvania	123	9,835	24	11,996	102	9,385	153	3,538	99	5,409	14	215	41	1,213
	454	57,631	124	25,835	465	44,827	846	32,476	467	17,432	30	268	117	3,978
EAST NORTH CENTRAL														
Illinois	83	9,764	22	1,736	111	9,318	225	10,024	164	9,052	5	54	52	1,913
Indiana	33	2,196	5	719	38	11,904	49	3,881	31	1,172	...	...	40	1,279
Michigan	69	15,052	17	4,488	52	8,610	105	1,243	77	4,027	5	781	21	602
Ohio	128	19,217	29	5,280	61	2,653	138	5,969	120	6,425	4	46	62	2,421
Wisconsin	24	312	6	453	22	838	75	1,694	28	1,163	4	7	24	372
	337	46,541	79	12,676	284	33,323	592	22,811	420	21,839	18	888	199	6,587
WEST NORTH CENTRAL														
Iowa	12	445	2	1,568	14	955	30	640	10	519	...	...	28	561
Kansas	19	2,284	...	...	16	210	13	1,756	10	119	...	...	25	222
Minnesota	18	571	3	166	21	411	54	1,674	25	828	1	7	25	505
Missouri	30	7,693	3	50	58	3,234	99	3,487	60	2,614	26	128	33	1,034
Nebraska	5	753	1	8	10	663	9	219	5	49	...	...	19	148
North Dakota	...	...	...	...	...	...	1	8	1	...	...	...	1	7
South Dakota	4	50	...	...	2	60	2	8	...	...	...	...	3	70
	88	11,796	9	1,792	121	5,533	208	7,792	111	4,129	27	135	134	2,547
SOUTH ATLANTIC														
Delaware	6	2,449	12	3,167	2	7	3	285	1	80	1	7	6	100
District of Columbia	2	8	...	...	4	47	4	15	1	80	...	...	1	7
Florida	26	783	7	6,577	30	316	53	323	44	617	14	1,336	82	5,245
Georgia	31	1,458	2	1,520	17	265	36	1,351	32	896	14	1,170	102	2,800
Maryland	32	3,701	5	2,948	23	1,119	33	1,906	34	1,248	1	120	41	1,747
North Carolina	22	1,100	8	6,748	18	727	48	418	21	513	4	54	68	2,087
South Carolina	12	9,860	5	3,531	9	62	14	230	4	111	1	7	47	1,095
Virginia	28	5,572	13	20,293	16	1,538	18	292	19	415	3	46	40	2,087
West Virginia	34	18,983	7	4,768	5	14	5	208	3	78	2	7	3	56
	193	43,914	59	49,552	124	4,095	214	5,028	159	4,038	40	2,747	390	15,224
EAST SOUTH CENTRAL														
Alabama	27	2,962	5	2,804	5	69	13	107	8	287	13	439	52	1,114
Kentucky	20	4,605	5	3,448	10	64	8	171	23	1,620	1	7	26	473
Mississippi	8	754	2	72	6	508	11	388	5	78	5	1,219	25	682
Tennessee	39	16,927	11	18,365	20	1,908	48	749	12	466	3	354	19	1,050
	94	25,248	23	24,689	41	2,549	80	1,415	48	2,451	22	2,019	122	3,319
WEST SOUTH CENTRAL														
Arkansas	10	2,637	...	...	...	...	2	11	3	49	8	310	13	374
Louisiana	52	12,556	5	1,838	20	69	19	157	15	360	8	579	16	520
Oklahoma	15	585	...	...	8	59	17	112	9	163	3	7	11	186
Texas	115	26,617	16	4,687	52	909	86	1,176	73	2,034	13	150	73	2,179
	192	42,395	21	6,525	80	1,037	124	1,456	100	2,606	32	1,046	113	3,259
MOUNTAIN														
Arizona	6	207	...	...	1	7	7	23	4	57	...	...	12	133
Colorado	21	481	...	...	11	139	18	164	10	391	...	...	18	569
Idaho	5	2,430	...	...	...	...	1	8	1	7	...	...	5	163
Montana	8	459	...	...	...	...	...	...	2	49	...	...	3	424
Nevada	6	629	...	...	...	...	...	...	...	...	...	...	...	...
New Mexico	5	76	...	...	...	...	1	8	1	7	...	...	2	7
Utah	11	432	...	...	3	7	10	72	2	49	...	...	4	270
Wyoming	5	15	...	...	...	...	1	8	...	...	...	...	...	...
	67	4,729	...	...	15	153	38	283	20	560	...	...	44	1,506
PACIFIC														
California	134	8,477	40	3,113	132	3,527	306	7,565	231	6,050	7	32	116	2,488
Oregon	11	436	4	50	7	143	16	88	19	280	...	...	9	237
Washington	35	10,232	3	166	10	116	16	135	23	392	3	7	24	165
	180	19,145	47	3,329	149	3,786	338	7,788	273	6,722	10	39	149	2,890
TOTAL U. S. A.	1,698	256,918	408	131,353	1,359	98,815	2,655	84,992	1,709	62,248	190	7,249	1,305	39,990

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	289—Miscellaneous Chemicals		291—Petroleum Refining		295—Paving & Roofing Materials		299—Miscellaneous Petroleum & Coal Products		301—Tires & Inner Tubes		302—Rubber Footwear		303—Reclaimed Rubber	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	32	895	...	...	16	210	4	78	2	1,340	2	6,124	...	...
Maine	9	116	1	7	4	55	1	11	2	47	...	...	...	...
Massachusetts	97	2,686	4	472	28	1,054	8	77	4	3,539	5	6,596	...	...
New Hampshire	3	50	...	...	3	47	...	...	1	47	1	357	...	...
Rhode Island	12	68	2	161	4	55	1	65	...	...	3	1,608	...	...
Vermont	3	15	1	7	1	47	...	...	...	...	...	...	...	...
	156	3,828	8	647	56	1,468	14	231	9	4,973	11	14,685	...	...
MIDDLE ATLANTIC														
New Jersey	164	5,741	17	7,749	34	1,918	25	1,294	4	55	1	161	1	50
New York	262	6,561	7	1,425	84	1,229	24	363	3	1,782	3	714	2	359
Pennsylvania	143	5,260	21	13,350	76	1,402	40	1,285	9	5,443	4	714	1	59
	569	17,562	45	22,524	194	4,549	89	2,942	16	7,280	8	1,589	4	468
EAST NORTH CENTRAL														
Illinois	195	7,272	21	8,871	42	3,801	35	1,067	...	...	1	2,037	1	364
Indiana	37	2,192	10	8,662	22	624	7	171	2	1,526	...	...	1	50
Michigan	74	2,717	18	1,875	23	487	20	358	4	6,588	...	...	...	...
Ohio	164	6,511	18	4,347	70	2,100	39	1,041	21	36,497	1	49	6	1,208
Wisconsin	44	1,749	6	224	4	48	13	427	2	3,051	1	714	...	...
	514	20,441	73	23,979	161	7,060	114	3,064	29	47,682	3	2,800	8	1,622
WEST NORTH CENTRAL														
Iowa	15	76	...	...	12	58	5	51	4	3,160	...	...	...	...
Kansas	13	1,540	16	3,944	3	63	7	254	2	1,526	...	...	...	...
Minnesota	24	1,210	6	746	10	462	6	68	1	153	...	...	...	...
Missouri	54	1,692	3	1,080	14	824	20	884	5	339	...	...	...	...
Nebraska	5	57	4	44	...	...	2	47	...	...	...	...	...	...
North Dakota	...	...	2	315	1	56	3	67	1	7	...	...	...	...
South Dakota	2	8	...	...	...	...	...	...	...	...	...	...	...	...
	113	4,583	31	6,129	40	1,463	43	1,371	13	5,185	...	...	...	...
SOUTH ATLANTIC														
Delaware	1	8	3	578	3	94	...	...	...	...	...	...	...	...
District of Columbia	2	75	...	...	...	...	...	...	...	...	...	...	...	...
Florida	35	158	5	51	28	483	6	151	2	47	...	...	...	...
Georgia	31	698	5	142	13	407	3	47	2	153	...	...	...	...
Maryland	32	883	6	573	18	549	4	161	2	1,947	2	2,037	...	...
North Carolina	18	338	...	...	10	145	4	62	1	7	...	...	...	...
South Carolina	6	58	1	44	6	195	...	...	...	...	...	...	...	...
Virginia	15	2,635	3	315	5	47	1	47	...	...	...	...	...	...
West Virginia	3	409	3	315	20	270	5	144	...	...	...	...	...	...
	143	5,263	26	2,018	103	2,190	23	612	7	2,154	2	2,037	...	...
EAST SOUTH CENTRAL														
Alabama	17	953	4	142	19	505	3	7	4	4,827	...	...	...	...
Kentucky	6	72	6	883	10	108	4	54	...	...	...	...	...	...
Mississippi	7	57	3	353	10	99	...	...	3	1,234	...	...	...	...
Tennessee	25	1,321	2	142	15	288	2	7	7	2,830	2	357	1	157
	55	2,403	15	1,500	54	1,000	9	68	14	8,891	2	357	1	157
WEST SOUTH CENTRAL														
Arkansas	4	65	6	1,092	7	394	5	62	4	339	...	...	...	...
Louisiana	29	1,240	19	12,414	15	786	6	404	...	...	...	...	...	...
Oklahoma	12	132	19	5,805	4	93	11	318	3	1,947	...	...	...	...
Texas	115	3,458	88	38,903	27	1,592	15	199	5	1,947	...	...	1	8
	160	4,895	132	58,214	53	2,865	37	983	12	4,233	...	...	1	8
MOUNTAIN														
Arizona	5	266	2	7	3	14	...	...	...	...	...	...	...	...
Colorado	16	356	11	559	4	190	5	49	2	1,817	...	...	...	...
Idaho	...	...	...	...	2	7	...	...	...	...	...	...	...	...
Montana	1	8	10	999	...	...	1	7	...	...	...	...	...	...
Nevada	...	...	...	...	1	7	...	...	...	...	...	...	...	...
New Mexico	6	279	8	578	1	58	...	...	...	...	...	...	...	...
Utah	6	276	7	948	4	47	1	42	...	...	...	...	...	...
Wyoming	...	...	14	2,272	...	...	1	7	...	...	...	...	...	...
	34	1,185	52	5,363	15	323	8	105	2	1,817	...	...	...	...
PACIFIC														
California	206	4,066	55	16,681	79	2,516	45	572	18	8,622	1	357	2	164
Oregon	15	198	1	7	8	237	2	20	2	55	...	...	...	...
Washington	22	559	8	1,072	9	154	6	68	1	47	...	...	...	...
	243	4,823	64	17,760	96	2,907	53	660	21	8,724	1	357	2	164
TOTAL U. S. A.	1,987	64,983	446	138,134	772	23,825	390	10,036	123	90,919	27	21,825	16	2,419

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	306—Fabricated Rubber Products, N. E. C.		307—Miscellaneous Plastic Products		311—Leather Tanning & Finishing		312—Industrial Leather Belting & Packing		313—Boot & Shoe Cut Stock & Findings		314—Footwear, except Rubber		315—Leather Gloves & Mittens	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	42	5,893	81	4,441	6	175	3	52	2	162	15	1,759	...	...
Maine	3	164	10	1,152	11	1,249	1	52	23	855	77	19,729	...	...
Massachusetts	85	15,228	226	12,577	184	6,861	15	404	235	7,610	224	42,057	1	8
New Hampshire	4	676	7	389	16	1,506	1	168	36	1,201	60	17,189	1	50
Rhode Island	15	3,497	43	2,997	...	...	3	8	5	344	2	201	...	...
Vermont	2	676	8	375	2	159	...	...	1	49	2	7	2	58
	151	25,934	375	21,931	219	10,040	23	684	302	10,221	380	80,942	4	116
MIDDLE ATLANTIC														
New Jersey	102	13,282	272	11,565	55	2,591	3	168	2	28	20	1,751	1	50
New York	84	6,286	610	18,808	122	3,781	13	61	92	2,631	264	25,927	91	3,062
Pennsylvania	60	6,109	168	9,427	36	3,932	8	222	18	1,085	139	24,206	3	189
	246	25,667	1,050	39.800	213	10,304	24	451	112	3,744	423	51,884	95	3,301
EAST NORTH CENTRAL														
Illinois	70	5,388	298	13,480	17	2,091	8	1,121	10	263	47	13,396	10	625
Indiana	45	11,861	64	5,657	3	205	...	...	1	51	9	2,044	3	166
Michigan	51	3,640	162	4,874	8	842	5	564	1	51	8	1,118	5	406
Ohio	156	31,912	213	11,711	13	1,025	3	429	6	230	25	8,780	5	50
Wisconsin	23	727	77	3,188	32	3,949	3	168	6	223	56	10,207	17	952
	345	53,528	812	43,910	73	8,112	19	2,282	24	818	145	35,545	40	2,199
WEST NORTH CENTRAL														
Iowa	2	59	15	1,008	...	...	...	...	1	8	3	176	2	50
Kansas	1	50	16	255	...	...	...	...	...	...	5	140	...	...
Minnesota	20	727	53	1,271	2	349	1	8	...	...	10	1,147	4	58
Missouri	21	727	69	1,911	4	136	3	52	37	3,152	93	29,470	2	229
Nebraska	3	727	15	266	...	...	...	...	...	...	3	123	...	...
North Dakota	...	...	...	...	...	...	...	...	...	...	...	...	...	...
South Dakota	1	8	2	52	1	6	...	...	...	...	...	...	...	...
	48	2,298	170	4,763	7	491	4	60	38	3,160	114	31,056	8	337
SOUTH ATLANTIC														
Delaware	2	1,213	8	1,025	6	1,352	2	104	...	...	1	7	...	...
District of Columbia	...	...	2	52	...	...	...	...	...	...	...	...	...	...
Florida	9	131	60	602	2	42	...	...	1	50	6	341	...	...
Georgia	21	748	13	298	1	302	4	52	...	...	11	2,666	...	...
Maryland	12	2,292	26	1,687	1	136	1	8	1	7	12	1,979	...	...
North Carolina	11	1,690	12	377	3	309	10	111	4	61	4	697	...	...
South Carolina	2	131	8	986	2	6	4	52	...	...	...	...	...	...
Virginia	11	2,003	12	780	6	687	1	8	4	160	9	3,805	...	...
West Virginia	3	284	4	8	4	302	...	...	...	...	1	495	...	...
	71	8,492	145	5,795	25	3,136	22	335	10	278	44	9,990	...	...
EAST SOUTH CENTRAL														
Alabama	4	345	7	886	...	...	...	...	...	...	3	682	...	...
Kentucky	3	345	14	767	2	136	...	...	2	53	6	1,983	1	39
Mississippi	2	8	2	52	1	6	...	...	...	...	4	1,536	...	...
Tennessee	16	1,014	15	997	7	690	...	...	7	579	37	9,932	4	341
	25	1,712	38	2,702	10	832	...	...	9	632	50	14,133	5	380
WEST SOUTH CENTRAL														
Arkansas	3	183	7	377	...	...	...	...	...	...	11	3,779	1	108
Louisiana	1	8	9	170	...	...	1	34	...	...	...	...	...	...
Oklahoma	2	8	18	267	...	...	...	...	...	...	3	105	...	...
Texas	25	1,681	70	1,506	5	121	3	58	1	7	36	1,786	1	8
	31	1,880	104	2,320	5	121	4	92	1	7	50	5,650	2	116
MOUNTAIN														
Arizona	...	...	7	409	...	...	...	...	1	2	4	47	...	...
Colorado	4	3,489	18	170	2	5	...	...	1	2	...	...	...	...
Idaho	...	...	2	8	1	4	...	...	...	...	...	...	2	8
Montana	...	...	...	...	1	4	...	...	...	...	...	...	...	...
Nevada	...	...	1	8	...	...	...	...	...	...	...	...	...	...
New Mexico	...	...	...	...	...	...	...	...	2	2	4	55	...	...
Utah	5	484	5	8	1	4	...	...	...	...	...	...	...	...
Wyoming	...	...	1	8	...	...	...	...	...	...	...	...	...	...
	9	3,973	34	611	5	17	...	...	4	6	8	102	2	8
PACIFIC														
California	138	6,869	453	9,517	16	612	7	550	12	199	55	2,861	13	161
Oregon	3	164	12	138	2	43	...	...	1	7	6	62	4	43
Washington	7	50	29	288	3	6	1	8	...	...	4	47	6	45
	148	7,083	494	9,943	21	661	8	558	13	206	65	2,970	23	249
TOTAL U. S. A.	1,074	130,567	3,222	131,775	578	33,714	104	4,462	513	19,072	1,279	232,272	179	6,706

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	316—Luggage		317—Handbags & Personal Leather Goods		319—Leather N. E. C.		321—Flat Glass		322—Glass & Glassware		323—Flass Products, of Purchased Glass		324—Cement, Hydraulic	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	...	...	15	1,444	6	71	...	...	4	111	13	626	...	...
Maine	...	...	3	15	...	...	...	...	...	...	...	...	1	145
Massachusetts	22	692	40	4,094	30	391	...	...	...	...	25	320	...	...
New Hampshire	2	351	...	...	1	8	...	...	...	...	1	7	...	...
Rhode Island	6	421	25	650	5	70	...	...	3	1,460	13	47	...	...
Vermont	...	...	2	428	...	...	...	...	...	...	1	262	...	...
	30	1,464	85	6,631	42	540	...	...	7	1,571	53	1,262	1	145
MIDDLE ATLANTIC														
New Jersey	33	2,202	66	5,432	14	129	...	...	17	11,509	98	2,127	1	7
New York	166	4,723	655	18,679	140	2,057	...	...	17	8,477	261	4,090	12	2,521
Pennsylvania	32	807	27	2,052	19	323	7	5,184	36	16,256	95	3,452	26	6,255
	231	7,732	748	26,163	173	2,509	7	5,184	70	36,242	454	9,669	39	8,783
EAST NORTH CENTRAL														
Illinois	48	1,059	34	869	28	387	1	2,097	14	9,147	74	3,455	4	1,196
Indiana	4	101	4	57	3	8	2	388	13	8,242	18	666	5	2,436
Michigan	7	158	2	7	2	54	1	777	3	744	33	1,074	8	2,539
Ohio	12	175	10	227	18	126	4	4,724	28	13,374	58	3,634	11	2,289
Wisconsin	12	515	6	806	12	55	...	...	...	...	12	192	2	323
	83	2,008	56	1,966	63	630	8	7,986	58	31,507	195	9,021	30	8,783
WEST NORTH CENTRAL														
Iowa	1	5	2	7	1	8	...	...	...	...	2	7	5	1,379
Kansas	...	...	...	...	1	8	...	...	1	166	4	46	7	1,206
Minnesota	1	5	1	49	1	8	1	54	...	...	12	105	1	368
Missouri	12	1,068	17	1,334	10	45	2	2,173	...	...	20	242	5	1,457
Nebraska	1	5	...	...	1	8	...	...	...	...	2	7	2	370
North Dakota	1	5	...	...	...	...	...	...	...	...	...	...	...	...
South Dakota	...	...	...	...	1	8	...	...	...	...	...	...	...	...
	16	1,088	20	1,390	15	85	3	2,227	1	166	40	407	20	4,840
SOUTH ATLANTIC														
Delaware	2	158	...	...	...	...	...	...	...	...	1	4	...	...
District of Columbia	...	...	...	...	...	...	...	...	...	...	1	4	...	...
Florida	4	48	21	303	1	149	...	...	5	376	34	468	4	913
Georgia	1	7	1	49	8	490	...	...	1	958	3	105	2	323
Maryland	3	158	1	7	3	108	1	776	5	2,017	14	262	3	483
North Carolina	1	7	7	107	7	58	...	...	1	8	11	874	...	913
South Carolina	1	7	...	...	...	...	...	...	3	1,881	1	3	1	145
Virginia	1	374	2	49	1	50	...	...	...	...	8	614	4	...
West Virginia	...	...	...	...	...	...	5	3,321	40	12,353	23	424	2	323
	13	759	32	515	20	855	6	4,097	56	17,593	96	2,758	16	3,100
EAST SOUTH CENTRAL														
Alabama	...	...	1	7	1	8	...	...	1	456	2	157	9	1,557
Kentucky	1	7	...	...	4	44	...	...	3	738	3	7	1	323
Mississippi	1	158	...	...	1	8	...	...	3	1,156	3	48	1	145
Tennessee	3	421	9	110	11	270	2	2,329	2	827	8	57	6	1,021
	5	586	10	117	17	330	2	2,329	9	3,179	16	269	17	3,046
WEST SOUTH CENTRAL														
Arkansas	1	48	1	59	...	...	1	777	2	501	4	131	1	145
Louisiana	...	...	1	144	...	...	1	777	1	138	5	7	3	678
Oklahoma	1	158	5	203	3	8	3	1,243	8	2,345	8	48	2	630
Texas	5	57	11	147	26	242	...	...	7	1,469	19	169	14	2,606
	7	263	18	553	29	250	5	2,797	18	4,453	36	355	20	4,059
MOUNTAIN														
Arizona	...	...	3	15	2	8	...	...	...	...	1	7	1	145
Colorado	3	1,909	2	7	9	136	...	...	...	...	5	28	2	573
Idaho	...	...	...	...	3	39	...	...	...	...	1	7	1	45
Montana	...	...	...	...	2	8	...	...	...	...	1	7	1	149
Nevada	...	...	...	...	...	...	...	...	...	...	1	7	...	...
New Mexico	...	...	...	...	1	8	...	...	...	...	3	7	...	...
Utah	...	...	...	...	3	40	...	...	...	...	1	7	2	323
Wyoming	...	...	...	...	...	...	...	...	...	...	...	...	1	245
	3	1,909	5	22	20	239	...	...	...	...	13	70	8	1,480
PACIFIC														
California	35	560	44	633	46	385	1	54	20	6,557	116	1,286	14	4,595
Oregon	1	48	...	...	7	8	...	...	1	166	4	7	3	699
Washington	4	277	2	17	1	8	...	...	1	368	8	91	7	323
	40	885	46	650	54	401	1	54	22	7,091	128	1,384	24	5,617
TOTAL U. S. A.	428	16,694	1,020	38,007	433	5,839	32	24,674	240	101,802	1,031	25,195	175	39,853

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SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	325—Structural Clay Products		326—Pottery & Related Products		327—Concrete, Gypsum Plaster Products		328—Cut Stone & Stone Products		329—Abrasive Asbestos & Misc. Non-metallic Mineral Products		331—Blast Furnaces & Steel, Rolling, Finishing Mills		332—Iron & Steel Foundries	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	9	354	9	472	114	1,923	14	53	33	2,964	15	3,216	31	2,358
Maine	11	106	2	8	30	512	6	188	1	8	1	7	6	52
Massachusetts	7	405	16	165	163	2,801	36	693	82	7,586	39	6,501	64	4,380
New Hampshire	4	46	3	8	38	411	5	187	11	930	1	353	8	500
Rhode Island	...	...	2	8	32	347	7	45	3	197	6	1,834	10	469
Vermont	1	46	3	8	19	284	119	3,483	4	80	...	...	4	191
	32	1,047	35	669	396	6,278	187	4,649	134	11,765	62	11,911	123	7,950
MIDDLE ATLANTIC														
New Jersey	23	1,585	58	4,967	237	5,519	14	158	108	9,624	37	6,470	55	7,180
New York	27	1,781	62	4,544	472	9,539	93	842	152	12,127	51	33,994	87	8,091
Pennsylvania	115	8,530	45	5,150	550	9,516	80	1,073	179	11,800	151	187,107	185	24,447
	165	11,896	165	14,661	1,259	24,574	187	2,073	437	33,551	239	227,571	327	39,718
EAST NORTH CENTRAL														
Illinois	45	2,810	31	3,432	468	6,774	44	624	154	11,812	71	47,211	125	18,385
Indiana	42	3,191	10	963	344	5,161	50	2,323	48	5,142	26	61,756	79	13,042
Michigan	13	572	14	1,992	534	6,049	25	148	97	3,460	31	22,399	123	27,339
Ohio	166	14,924	80	9,986	573	11,109	33	770	131	8,268	80	99,084	169	28,816
Wisconsin	13	106	10	949	305	3,441	35	566	37	1,129	12	2,957	84	12,291
	279	21,603	145	17,322	2,224	33,334	187	4,431	467	29,811	220	233,407	580	99,873
WEST NORTH CENTRAL														
Iowa	26	1,179	3	8	247	3,425	5	45	3	16	7	833	32	2,246
Kansas	13	808	3	15	118	1,941	12	271	12	1,994	...	...	18	1,431
Minnesota	9	247	3	171	244	3,367	45	1,752	17	2,547	4	3,410	31	1,357
Missouri	22	3,562	16	316	246	4,913	16	571	38	1,592	5	5,614	38	4,867
Nebraska	4	123	2	50	74	1,159	7	53	6	31	...	...	5	380
North Dakota	1	54	1	8	29	334	1	7	1	8	...	...	2	8
South Dakota	1	46	1	8	37	326	3	121	2	81	...	...	1	8
	76	6,019	29	576	995	15,465	89	2,820	77	6,269	16	9,857	127	10,297
SOUTH ATLANTIC														
Delaware	2	54	...	...	29	625	4	7	4	196	1	1,910	5	1,000
District of Columbia	2	92	...	...	10	566	1	7	1	23	...	...	...	...
Florida	11	431	13	67	493	10,602	12	53	18	292	4	114	11	564
Georgia	14	2,612	13	226	139	3,124	80	2,115	15	309	4	1,606	21	797
Maryland	18	772	6	729	127	2,456	11	166	15	1,434	8	31,318	12	867
North Carolina	38	2,284	9	58	195	3,272	29	631	20	1,041	1	49	27	1,478
South Carolina	16	1,047	1	168	99	1,471	10	154	6	797	1	353	8	238
Virginia	16	795	5	8	175	4,250	12	381	13	1,350	7	460	27	3,218
West Virginia	12	1,261	20	4,564	75	1,392	2	7	9	119	14	16,929	12	723
	129	9,348	67	5,820	1,392	27,758	161	3,501	101	5,561	40	52,739	123	8,883
EAST SOUTH CENTRAL														
Alabama	26	2,346	2	56	161	2,839	12	334	24	952	21	22,005	49	13,282
Kentucky	20	1,450	12	368	145	1,606	8	53	11	1,117	8	6,656	7	173
Mississippi	19	931	4	50	95	1,341	6	148	4	304	1	163	4	52
Tennessee	13	1,158	11	1,634	178	2,876	26	831	17	450	11	2,391	31	3,061
	78	5,885	29	2,110	579	8,662	52	1,366	56	2,883	41	31,215	91	16,568
WEST SOUTH CENTRAL														
Arkansas	9	830	2	37	67	1,169	10	53	9	234	1	7	5	220
Louisiana	11	453	2	433	154	3,003	3	45	15	1,412	2	159	11	810
Oklahoma	13	525	7	94	112	2,092	9	53	5	101	1	459	12	785
Texas	67	4,865	18	673	453	9,908	42	435	55	2,020	10	9,858	50	5,805
	100	6,673	29	1,237	786	16,172	64	586	84	3,767	14	10,483	78	7,620
MOUNTAIN														
Arizona	9	223	8	15	67	1,680	4	45	12	117	...	...	3	329
Colorado	20	1,297	12	546	111	1,476	8	53	17	211	2	8,202	12	964
Idaho	5	68	1	8	45	803	4	7	3	58	...	...	3	69
Montana	4	100	...	...	46	381	1	7	2	16	1	159	2	112
Nevada	2	46	...	...	24	821	...	...	2	111	...	...	...	...
New Mexico	3	161	1	8	54	869	2	7	5	81	...	...	...	...
Utah	9	454	3	51	68	1,694	5	7	13	408	4	4,866	8	419
Wyoming	2	48	...	...	33	284	...	...	...	...	...	...	...	...
	54	2,397	25	628	448	8,008	24	126	54	1,002	7	13,227	28	1,893
PACIFIC														
California	78	4,922	224	5,176	750	14,378	39	380	164	6,439	61	20,018	122	8,274
Oregon	15	204	4	25	144	1,792	5	45	11	43	4	1,100	20	1,682
Washington	12	379	3	22	179	3,283	6	45	24	491	8	1,914	29	982
	105	5,505	231	5,223	1,082	19,443	50	470	199	6,973	73	23,032	171	10,938
TOTAL U.S.A.	1,018	70,373	755	48,246	9,161	159,694	1,001	20,022	1,609	101,582	712	613,442	1,648	203,740

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	333—Primary Smelting, Refining Non-ferrous Metals		334—Secondary Smelting, Refining Non-ferrous Metals & Alloys		335—Rolling, Drawing, Extruding Non-ferrous		336—Non-ferrous Foundries		339—Miscellaneous Primary Metal Industries		341—Metal Cans		342—Cutlery, Handtools, General Hardware	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	1	47	6	49	50	18,163	64	1,948	44	1,683	2	342	19	648
Maine	...	...	1	7	1	197	4	49	1	8	...	...	107	17,106
Massachusetts	...	...	14	275	43	7,240	93	1,813	27	4,153	4	426	127	10,640
New Hampshire	...	...	1	7	5	764	4	218	1	8	...	...	13	549
Rhode Island	...	...	11	111	28	6,517	19	206	8	121	...	...	27	1,741
Vermont	...	...	...	...	4	365	...	...	...	...	...	...	9	267
	1	47	33	449	138	33,246	184	4,234	81	5,973	6	768	302	30,953
MIDDLE ATLANTIC														
New Jersey	5	3,754	28	1,370	73	15,695	103	3,559	51	1,629	14	5,789	119	8,728
New York	7	2,401	59	1,579	88	16,787	193	5,818	71	4,388	30	3,933	275	12,355
Pennsylvania	7	1,966	35	1,612	56	14,875	151	6,317	72	5,736	14	4,486	151	7,991
	19	8,121	122	4,561	217	47,357	447	15,694	194	11,753	58	14,208	545	29,074
EAST NORTH CENTRAL														
Illinois	5	1,484	40	3,702	50	11,310	190	7,550	77	6,302	23	11,536	206	15,687
Indiana	1	153	11	996	33	12,195	64	2,360	32	3,350	5	1,013	60	4,326
Michigan	4	200	19	432	45	8,896	175	8,101	140	6,853	1	47	153	19,464
Ohio	2	1,121	44	1,482	46	14,346	214	10,791	122	8,970	18	2,264	161	13,507
Wisconsin	...	...	9	49	5	1,826	75	3,302	28	7,175	9	2,080	42	2,914
	12	2,958	123	6,661	179	48,573	718	32,104	399	32,650	56	16,940	622	55,988
WEST NORTH CENTRAL														
Iowa	...	...	1	49	5	2,255	22	449	6	66	...	...	26	752
Kansas	1	47	1	160	5	57	14	265	2	8	...	...	11	245
Minnesota	...	...	3	57	1	8	30	983	10	147	3	865	49	1,598
Missouri	1	340	8	196	5	868	45	2,757	11	178	6	2,304	49	2,567
Nebraska	1	340	1	49	5	414	3	8	...	...	1	342	5	163
North Dakota	...	...	...	...	...	...	...	...	...	...	...	...	...	...
South Dakota	...	...	...	...	...	...	...	...	...	...	...	...	2	69
	3	727	14	511	21	3,622	114	4,462	29	401	10	3,511	142	5,394
SOUTH ATLANTIC														
Delaware	1	7	1	206	1	8	1	8	1	49	...	...	3	15
District of Columbia	...	...	...	...	...	...	...	...	...	...	...	...	2	7
Florida	...	...	4	49	11	686	22	186	3	15	8	1,634	28	406
Georgia	...	...	2	206	6	636	14	273	1	8	1	154	7	22
Maryland	1	828	4	7	6	4,972	8	147	7	116	10	4,384	9	259
North Carolina	1	679	1	49	8	614	10	73	1	8	...	...	19	651
South Carolina	...	...	...	...	2	161	4	15	...	...	...	...	1	156
Virginia	...	...	1	57	6	1,359	4	228	...	...	...	...	8	1,603
West Virginia	3	1,036	...	...	4	3,848	5	58	2	8	3	193	7	1,501
	6	2,550	13	576	44	12,206	68	988	15	204	22	6,365	84	4,710
EAST SOUTH CENTRAL														
Alabama	1	1,700	3	91	5	3,225	11	519	1	8	...	...	7	610
Kentucky	...	...	1	7	7	1,308	5	237	3	211	1	47	8	482
Mississippi	...	...	1	7	2	357	2	15	...	...	...	...	4	321
Tennessee	3	1,913	3	95	9	4,383	9	107	7	243	5	180	13	1,594
	4	3,622	8	200	23	9,273	27	878	11	462	6	227	32	3,007
WEST SOUTH CENTRAL														
Arkansas	4	1,818	2	67	2	161	7	325	...	...	3	154	11	709
Louisiana	1	2,509	1	67	2	57	4	49	4	66	2	1,193	2	124
Oklahoma	3	1,468	3	67	2	58	12	93	6	170	...	...	3	48
Texas	12	6,958	16	385	13	969	59	903	26	774	7	2,174	23	219
	20	12,753	22	586	19	1,245	82	1,370	36	1,010	12	3,521	39	1,100
MOUNTAIN														
Arizona	9	2,165	3	40	1	2,625	2	63	2	8	...	...	...	...
Colorado	2	306	2	7	1	8	20	320	1	8	2	151	13	329
Idaho	3	1,169	...	...	...	...	...	...	...	...	...	...	...	...
Montana	9	3,551	...	...	1	161	...	...	1	8	...	...	2	15
Nevada	2	509	...	...	1	322	...	...	...	...	...	...	...	...
New Mexico	2	255	...	...	...	...	2	8	...	...	...	...	...	...
Utah	6	3,436	1	39	...	...	4	76	1	8	2	151	3	46
Wyoming	...	...	...	...	...	...	...	...	...	...	...	...	...	...
	33	11,391	6	86	4	3,116	28	467	5	32	4	302	18	392
PACIFIC														
California	2	653	39	1,569	60	9,377	264	6,393	130	3,351	39	8,348	271	9,464
Oregon	4	1,360	2	59	...	...	19	158	7	166	4	756	21	394
Washington	8	3,847	5	60	6	3,898	14	136	4	57	5	756	18	535
	14	5,860	46	1,688	66	13,275	297	6,687	141	3,574	48	9,860	310	10,393
TOTAL U. S. A.	112	48,029	387	15,318	711	171,993	1,965	66,884	911	56,059	222	55,702	2,094	141,011

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	343—Heating Apparatus (except Elec.), Plumbing Fixtures		344—Fabricated Structural Metal Products		345—Screw Machine Products		346—Metal Stampings		347—Coating Engraving, Allied Services		348—Miscellaneous Fabricated Wire Products		349—Miscellaneous Fabricated Metal Products	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	36	1,023	157	3,517	190	7,296	80	6,233	115	2,149	68	2,811	55	6,411
Maine	...	...	25	520	...	...	...	...	2	8	1	4	2	60
Massachusetts	38	1,095	330	7,575	104	7,112	113	4,008	172	2,743	53	2,397	85	7,461
New Hampshire	3	164	25	422	7	216	4	49	4	53	2	4	4	104
Rhode Island	10	115	56	829	45	1,609	31	693	131	1,583	11	149	22	1,980
Vermont	1	7	8	202	2	8	2	6	2	8	1	4	3	24
	88	2,404	601	13,065	348	16,241	230	10,989	426	6,544	136	5,369	171	16,040
MIDDLE ATLANTIC														
New Jersey	59	3,340	543	11,275	139	4,622	135	6,489	209	3,213	66	2,875	141	9,715
New York	107	5,360	1,014	28,175	193	5,765	357	13,288	508	8,717	219	5,338	307	9,222
Pennsylvania	105	8,008	730	44,486	123	8,426	136	17,080	148	2,821	120	7,199	182	18,891
	271	16,708	2,287	83,936	455	18,813	628	36,857	955	14,751	405	15,412	630	37,828
EAST NORTH CENTRAL														
Illinois	93	8,278	624	20,623	324	17,657	348	19,496	380	5,753	154	8,052	196	26,174
Indiana	40	3,514	218	11,321	83	3,001	83	7,045	84	1,875	51	2,879	73	6,928
Michigan	54	3,752	495	14,971	360	8,776	320	15,422	326	5,170	100	7,319	140	9,082
Ohio	88	11,179	569	29,045	263	15,200	255	19,316	292	4,945	88	4,765	189	19,119
Wisconsin	29	4,989	195	8,903	74	1,483	87	10,331	72	992	27	1,147	34	1,733
	304	31,712	2,101	84,863	1,104	46,117	1,093	71,610	1,154	21,745	420	24,162	632	63,036
WEST NORTH CENTRAL														
Iowa	10	1,531	111	2,670	11	142	15	1,174	15	209	12	474	18	1,978
Kansas	8	1,193	87	2,661	6	58	6	188	12	104	12	306	13	574
Minnesota	9	479	140	4,486	28	888	40	1,636	49	750	23	501	28	1,280
Missouri	28	849	225	10,953	35	1,324	42	1,762	75	1,164	46	2,076	34	2,124
Nebraska	3	48	60	2,418	4	58	4	77	6	104	5	75	5	325
North Dakota	2	7	8	231	...	...	...	...	1	8	...	...	2	8
South Dakota	2	7	13	386	...	...	2	74	1	52	...	...	...	...
	62	4,114	644	23,805	84	2,470	109	4,911	159	2,400	98	3,432	100	6,289
SOUTH ATLANTIC														
Delaware	3	505	28	628	...	...	3	442	1	8	...	...	7	781
District of Columbia	1	7	16	450	...	...	1	8	4	69	1	8	...	...
Florida	10	104	377	9,121	11	114	10	282	37	317	20	248	39	1,389
Georgia	9	363	138	4,191	4	58	19	1,403	13	262	6	58	14	488
Maryland	10	1,455	139	3,685	8	333	15	2,321	26	526	19	1,244	25	892
North Carolina	6	48	119	2,867	3	959	15	442	14	77	13	924	16	491
South Carolina	...	...	72	1,520	...	...	2	52	5	77	1	8	3	8
Virginia	4	356	112	5,438	...	...	2	52	12	91	5	269	11	499
West Virginia	3	1,506	43	1,885	1	51	9	1,700	2	69	2	57	11	1,333
	46	4,344	1,044	29,785	27	1,515	76	6,711	114	1,496	67	2,816	126	5,881
EAST SOUTH CENTRAL														
Alabama	5	769	141	6,297	9	905	5	579	13	175	12	294	13	3,033
Kentucky	9	4,198	93	3,071	1	8	15	1,615	12	65	6	379	20	3,004
Mississippi	...	...	59	1,855	1	51	1	8	4	71	6	308	1	8
Tennessee	11	2,767	135	8,204	2	51	20	625	21	317	16	765	9	939
	25	7,734	428	19,427	13	1,015	41	2,827	50	628	40	1,746	43	6,984
WEST SOUTH CENTRAL														
Arkansas	4	55	51	834	...	...	3	333	5	78	3	269	8	553
Louisiana	2	7	131	3,531	...	...	5	142	11	63	5	67	17	711
Oklahoma	5	164	116	5,431	7	123	6	52	22	259	10	470	26	1,215
Texas	25	1,114	490	16,283	24	450	21	603	90	1,824	35	1,056	89	5,405
	36	1,340	788	26,079	31	573	35	1,130	128	2,224	53	1,862	140	7,884
MOUNTAIN														
Arizona	2	7	45	1,385	2	15	...	...	16	185	4	35	8	16
Colorado	5	15	93	2,380	4	58	4	8	21	156	9	136	13	756
Idaho	...	...	16	560	1	8	...	...	2	16	...	...	...	...
Montana	1	48	24	281	...	...	...	...	1	8	...	...	1	8
Nevada	...	...	10	126	...	...	...	...	1	8	...	...	1	48
New Mexico	1	48	28	407	...	...	...	...	...	...	1	8	1	8
Utah	3	48	58	2,319	...	...	2	79	6	16	2	33	...	...
Wyoming	...	...	8	94	...	...	...	...	...	...	...	...	1	8
	12	166	282	7,552	7	81	6	87	47	389	16	212	20	844
PACIFIC														
California	116	5,974	966	29,390	231	6,468	219	6,246	561	8,198	196	4,541	285	9,373
Oregon	11	187	98	2,865	8	85	10	58	26	292	14	113	14	336
Washington	18	391	170	3,817	9	239	9	213	29	214	18	247	18	143
	145	6,552	1,234	36,072	248	6,792	238	6,517	616	8,704	228	4,901	317	9,852
TOTAL U. S. A.	989	75,074	9,409	324,584	2,317	93,617	2,456	141,639	3,649	58,881	1,463	59,912	2,183	154,638

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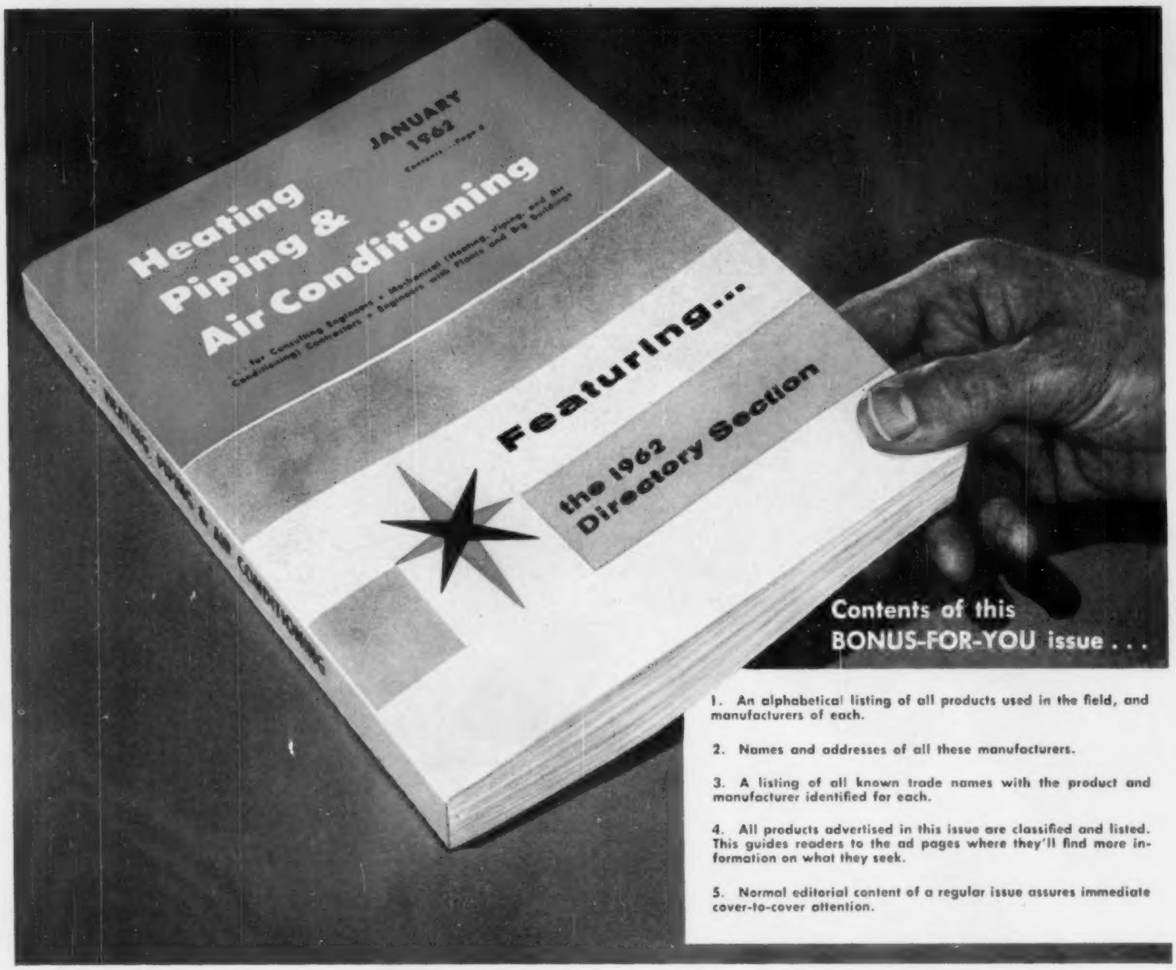

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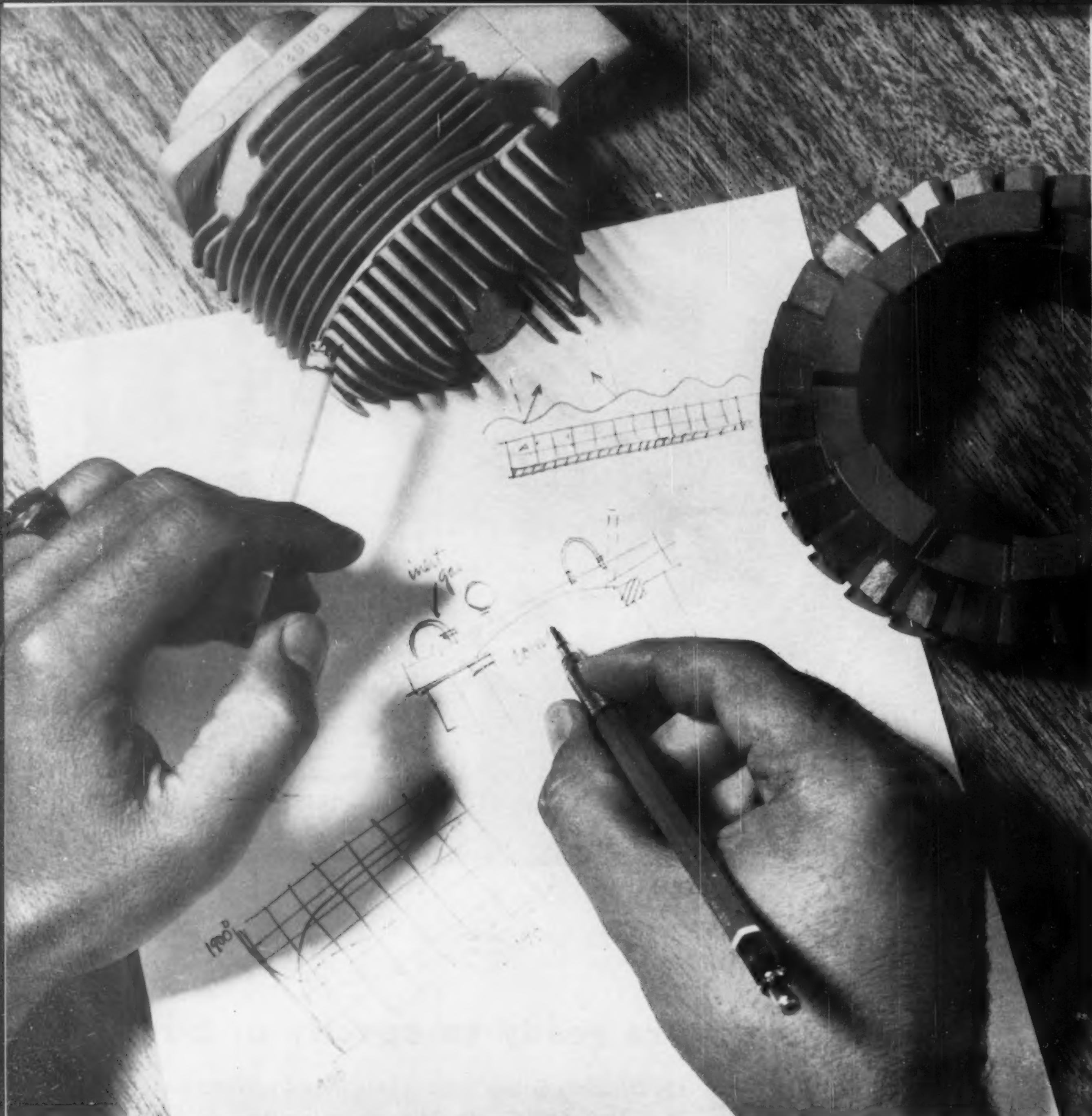

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	351—Engines & Turbines		352—Farm Machinery & Equipment		353—Construction, Mining & Materials Handling Equipment		354—Metalworking Machinery, Equipment		355—Special Industry Machinery, except Metalworking		356—General Industry Machinery & Equipment		357—Office Machines	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	6	956	8	76	29	314	439	17,110	62	4,655	98	22,007	18	13,669
Maine	...	...	8	76	4	499	4	189	14	2,065	4	20	...	...
Massachusetts	7	9,278	12	76	47	1,776	377	17,181	233	23,112	136	9,370	24	2,602
New Hampshire	...	...	1	8	1	935	17	579	29	4,231	10	1,518	1	168
Rhode Island	1	8	...	...	5	18	92	4,553	56	2,456	26	949	1	8
Vermont	...	...	4	76	2	164	15	4,879	15	394	2	78	2	1,047
	14	10,242	33	312	88	3,706	944	44,490	409	36,913	276	33,942	46	17,494
MIDDLE ATLANTIC														
New Jersey	5	2,113	17	380	66	7,650	496	9,360	230	11,389	208	14,768	19	4,144
New York	7	10,911	38	2,767	100	4,235	780	18,949	419	19,675	295	23,710	73	47,637
Pennsylvania	12	22,378	43	4,196	131	15,713	396	20,449	226	17,691	258	21,432	16	3,733
	24	35,402	98	7,323	297	27,598	1,672	48,758	875	48,755	759	59,910	108	55,514
EAST NORTH CENTRAL														
Illinois	7	9,375	118	28,868	169	46,157	795	30,886	266	15,669	349	19,791	45	7,604
Indiana	4	4,299	57	5,238	48	5,266	345	8,269	63	3,187	115	12,719	5	169
Michigan	18	12,349	62	5,169	125	11,856	1,554	48,733	138	6,954	317	16,850	12	10,183
Ohio	9	4,367	78	5,695	170	24,810	927	48,905	216	15,689	340	31,668	16	21,270
Wisconsin	25	19,894	92	15,449	81	15,646	267	8,933	121	9,002	171	10,154	5	440
	63	50,284	407	60,419	593	103,735	3,888	145,726	804	50,501	1,292	91,182	83	39,666
WEST NORTH CENTRAL														
Iowa	5	2,001	119	20,399	49	5,978	47	1,481	37	1,438	28	1,036	1	8
Kansas	...	...	67	2,109	32	1,857	29	436	14	677	22	947	1	8
Minnesota	3	1,091	83	4,756	54	4,522	72	2,466	57	1,598	60	1,836	6	6,759
Missouri	3	366	35	2,076	45	1,397	131	2,513	59	1,975	70	1,671	3	68
Nebraska	...	...	53	1,794	11	293	7	84	8	32	11	946	1	8
North Dakota	...	...	15	337	2	14	1	53	...	...	...	...	...	...
South Dakota	...	...	4	50	1	47	1	74	1	1	1	7	...	...
	11	3,458	376	31,521	194	14,108	288	7,107	176	5,721	190	6,503	12	6,851
SOUTH ATLANTIC														
Delaware	...	...	2	50	1	17	10	309	9	1,594	4	64	1	8
District of Columbia	...	...	...	...	...	...	...	...	1	8	...	...	...	...
Florida	5	450	30	281	11	195	52	607	27	619	33	695	7	172
Georgia	...	...	25	1,408	18	1,591	23	487	66	3,043	18	571	2	112
Maryland	...	...	4	166	12	425	40	3,006	37	2,939	24	1,772	5	445
North Carolina	1	50	20	917	15	284	22	428	124	5,529	17	721	3	388
South Carolina	...	...	4	8	4	87	3	24	40	3,119	8	166	1	8
Virginia	...	...	13	305	16	324	11	77	25	913	10	231	3	831
West Virginia	...	...	3	300	30	1,301	10	1,284	3	51	10	193	...	...
	6	500	101	3,435	107	4,224	171	6,222	332	17,815	124	4,413	22	1,964
EAST SOUTH CENTRAL														
Alabama	...	...	17	634	11	1,412	14	194	14	1,088	14	286	1	8
Kentucky	...	...	11	3,765	21	973	30	635	22	674	15	1,349	4	2,820
Mississippi	...	...	13	467	8	758	4	27	9	408	4	63	...	...
Tennessee	...	...	18	2,561	25	1,526	31	442	28	1,156	17	555	...	...
	...	...	59	7,427	65	4,669	79	1,298	73	3,326	50	2,253	5	2,828
WEST SOUTH CENTRAL														
Arkansas	...	...	5	50	5	367	8	237	5	66	6	254	...	...
Louisiana	1	69	13	329	17	968	8	74	13	437	16	246	...	...
Oklahoma	1	8	18	284	91	5,409	17	164	17	672	40	1,691	3	16
Texas	2	76	63	1,591	216	21,095	71	1,296	75	3,465	107	3,123	2	16
	4	153	99	2,254	329	27,839	104	1,771	110	4,640	169	5,314	5	32
MOUNTAIN														
Arizona	2	50	6	46	2	14	22	420	3	22	11	79	1	904
Colorado	...	...	20	346	31	2,498	12	119	12	283	19	461	3	16
Idaho	...	...	24	256	4	36	2	16	1	8	3	507	...	...
Montana	...	...	7	48	1	7	1	8	...	...	...	...	...	...
Nevada	...	...	...	...	...	...	...	...	...	...	...	...	...	...
New Mexico	...	...	4	8	4	160	5	40	...	...	1	7	1	52
Utah	...	...	4	121	14	1,530	...	...	4	66	4	24	2	16
Wyoming	...	...	...	...	2	14	1	8	...	...	...	...	...	...
	2	50	65	825	58	4,259	43	611	20	379	38	1,078	7	988
PACIFIC														
California	15	4,688	181	3,054	261	11,168	703	10,622	287	8,110	378	13,118	53	11,025
Oregon	...	...	21	360	29	1,296	19	148	42	1,258	21	235	3	24
Washington	1	8	29	348	27	1,308	18	379	45	1,232	29	626	2	68
	16	4,696	231	3,762	317	13,772	740	11,149	374	10,600	428	13,979	58	11,117
TOTAL U. S. A.	140	104,785	1,499	117,278	2,048	203,910	7,929	287,132	3,173	178,650	3,326	218,574	346	136,454

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This new annual pre-file service by the publishers of CONSULTING ENGINEER Magazine will be used in all 6,300 consulting firms in the U.S. It's the only complete file covering all types of products specified by these firms responsible for $20.5 billions of projects annually. Product specification information is their constant need.

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	358—Service Industry Machines		359—Miscellaneous Machinery, except Electrical		361—Electric Transmission & Distributing Equipment		362—Electrical Industrial Apparatus		363—Household Appliances		364—Electric Lighting & Wiring Equipment		365—Radio & TV Sets, except Communication Types	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	12	1,300	301	4,718	36	3,464	40	4,174	20	7,783	55	9,502	7	1,514
Maine	...	...	33	363	...	...	...	...	2	61	1	367	1	183
Massachusetts	34	5,329	397	4,270	54	14,990	31	2,439	22	1,593	86	7,970	11	1,672
New Hampshire	3	77	29	242	8	2,878	3	376	1	8	2	15	3	463
Rhode Island	5	456	58	536	5	247	5	66	...	...	12	1,821	...	...
Vermont	2	76	12	116	1	469	...	...	...	...	1	352	...	...
	56	7,238	830	10,245	104	22,048	79	7,055	45	9,445	157	20,027	22	3,832
MIDDLE ATLANTIC														
New Jersey	64	6,326	505	5,939	127	13,913	75	7,774	28	6,798	135	13,667	31	8,227
New York	141	14,613	828	10,347	144	8,426	132	27,301	130	8,056	460	20,275	79	14,041
Pennsylvania	84	8,287	569	7,636	64	28,728	62	12,341	30	6,029	166	13,673	11	6,587
	289	29,226	1,902	23,922	335	51,067	269	47,416	188	20,883	761	47,615	121	28,855
EAST NORTH CENTRAL														
Illinois	153	9,055	628	9,438	105	16,493	119	11,670	78	26,858	220	19,057	51	26,284
Indiana	42	4,936	259	5,549	25	6,853	33	11,101	15	9,897	19	6,487	13	13,605
Michigan	67	10,540	758	14,257	47	3,966	82	5,532	43	9,556	31	1,193	12	2,872
Ohio	76	8,852	757	10,217	61	6,392	119	36,156	49	34,099	102	13,623	11	3,666
Wisconsin	37	5,651	255	2,504	23	3,712	50	22,837	23	7,766	24	1,476	2	407
	375	39,034	2,657	41,965	261	37,416	403	87,296	208	88,176	396	41,836	89	46,834
WEST NORTH CENTRAL														
Iowa	13	651	87	558	11	818	6	420	14	5,723	7	51	3	1,222
Kansas	14	1,603	105	1,467	3	15	3	68	3	115	4	76	1	9
Minnesota	52	4,782	169	2,352	16	538	20	3,324	12	5,042	8	213	6	615
Missouri	46	7,639	202	5,001	19	5,531	24	7,966	16	2,748	48	3,992	...	...
Nebraska	6	167	37	222	...	...	2	15	...	...	...	...	...	...
North Dakota	1	8	13	62	...	...	...		...	...	1	8	...	...
South Dakota	1	8	11	170		...	1	51		...		...	...	...
	133	14,858	624	9,832	49	6,902	56	11,844	45	13,628	68	4,340	10	1,846
SOUTH ATLANTIC														
Delaware	1	167	16	135	1	8	...		1	53	2	58	...	...
District of Columbia	1	8	7	164	...	...	3	15	...	...	3	15	2	9
Florida	27	352	161	1,385	9	814	8	152	8	137	33	370	2	13
Georgia	10	752	90	685	13	2,990	4	59	1	9	5	533		...
Maryland	11	1,281	76	1,574	13	1,003	7	865	6	1,143	9	233	2	66
North Carolina	6	492	114	1,149	6	1,877	3	1,250	6	1,212	8	796	1	56
South Carolina	5	111	49	536	1	8	...	...	1	626	...			...
Virginia	7	757	67	630	2	15	6	4,207	2	53	1	8	...	...
West Virginia	4	218	47	730	2	68	6	1,118	2	53	5	2,388	...	...
	72	4,138	627	6,988	47	6,783	37	7,666	27	3,286	66	4,401	7	144
EAST SOUTH CENTRAL														
Alabama	6	386	82	703	6	487	5	82	4	16	5	1,266	...	...
Kentucky	6	1,935	63	1,797	6	1,061	7	500	9	10,293	14	1,955	1	309
Mississippi	2	51	46	406	4	251	2	59	5	1,432	4	1,243	...	...
Tennessee	7	807	85	1,559	2	15	8	1,249	19	6,813	11	904	2	1,771
	21	3,179	276	4,465	18	1,814	22	1,890	37	18,554	34	5,368	3	2,080
WEST SOUTH CENTRAL														
Arkansas	8	134	64	340	2	437	5	1,244	3	796	3	740	...	...
Louisiana	11	157	107	1,069	2	15	2	14	4	27	1	8	...	...
Oklahoma	13	223	161	1,217	2	59	4	294	4	69	2	15	2	1,009
Texas	74	4,814	547	3,915	26	989	11	127	11	457	27	481	6	412
	106	5,328	879	6,541	32	1,500	22	1,679	22	1,349	33	1,244	8	1,421
MOUNTAIN														
Arizona	9	1,219	55	563	3	8	3	15	...	...	6	73	2	13
Colorado	8	99	67	1,183	8	805	11	880	3	16	2	51	1	9
Idaho	1	8	24	82	...	...	...	...	...	...	...	...	...	...
Montana	...	...	26	82	...	...	...	...	...	...	...	...	...	...
Nevada	1	8	9	78	...	...	1	15	...	...	...	...	1	5
New Mexico	1	8	43	338	1	8	...	...	...	...	...	...	...	...
Utah	4	264	25	216	3	59	1	14	...	...	1	8	...	...
Wyoming	1	51	14	78	...	...	1	8	...	...	1	7	...	...
	25	1,657	263	2,620	15	880	17	932	3	16	10	139	4	27
PACIFIC														
California	164	6,117	1,790	17,389	185	17,972	142	7,153	64	7,485	276	10,615	62	5,299
Oregon	10	93	140	969	12	2,164	7	21	3	179	8	63	1	9
Washington	7	300	163	1,459	11	229	7	216	9	256	10	389	1	5
	181	6,510	2,093	19,817	208	20,365	156	7,390	76	7,920	294	11,067	64	5,313
TOTAL U. S. A.	1,258	111,168	10,151	126,395	1,069	148,775	1,061	173,168	651	163,257	1,819	136,037	328	90,352

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Have SIC classifications fallen behind markets on the move?

IS THE ELECTRONICS INDUSTRY LOSING REVENUE AS WASHINGTON DENIES ITS EXISTENCE?

THE IMPORTANCE of the SIC classifications cannot be minimized. Advertisers and sales organizations lean heavily on SIC data for sales and territorial analysis. Yet, when they turn to SIC for information on the electronics industry, SIC sells them short!

"The official industrial and financial statistics of the United States do not recognize the existence of a major electronics industry," says Dr. Neil Jacoby, Dean of the UCLA Graduate School of Business Administration. "The Standard Industrial Classification used by federal agencies in compiling industrial and financial statistics does not list electronics among its 20 'two-digit' major industrial groups. Indeed, even the finer 'three-digit' classification of manufacturing establishments into more than 200 different groups contains only one heading of 'Electronic Components and Accessories' within the 'Electrical Equipment, Machinery and Supplies' industrial group."*

Why should the electronics industry be treated in this manner? Its sales volume is from $10 to $13 billion, depending on your source of information — and its importance to the country is far greater than even this impressive figure would suggest.

Electronics is automation, electronics is radio, television, telephony, and all manner of communications; electronics is lifesaving devices in hospitals; electronics is ships at sea and planes in the air and rockets and missiles ready for exploration or defense. Electronics is tremendous in the future of our nation!

It is time SIC recognized these facts. When an industry as specialized as electronics reaches the 10-13 billion dollar range in sales, it is unfair to continue to tie it to 'electrical.' It certainly deserves to be recognized on its own merits, and the facts about it must be collected and made available. Unless this is done, electronics might well be the tail that wags the electrical dog.

It is possible that the electronics industry is losing money right now because of the lack of proper data: no body knows precisely how large it is, exactly how much money is invested in it, how many people it employs.

The weakness of a standard such as SIC is that it is based on long-accepted practice. But in America, markets are on the move. It is time for a change. A true and clear picture of the electronics industry must be presented by government. Only then will it be of service to the industrialists, investors, sales managers, and advertisers in the field.

Published as a service to the electronics industry by:

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Publishers of The IRE DIRECTORY—classifying this complex industry

* Dr. Jacoby was so quoted by Dr. Arnold O. Beckman, President of Beckman Instruments, Inc., in an address to the Western Electronic Manufacturers Association at the Wescon Show, San Francisco, Aug. 23, 1961.

Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	366—Communication Equipment		367—Electronic Components & Equipment		369—Miscellaneous Electrical Machinery, Supplies		371—Motor Vehicles & Equipment		372—Aircraft & Parts		373—Ship & Boat Building, Repairing		374—Railroad Equipment	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	25	3,386	51	5,580	19	900	21	3,060	89	51,897	34	285	...	...
Maine	...	...	3	346	1	49	4	22	6	1,329	71	3,624	...	...
Massachusetts	40	19,187	133	35,845	37	2,747	45	3,601	24	7,509	92	9,306	4	1,137
New Hampshire	7	1,912	11	3,744	...	...	1	2	...	...	14	8,967	...	...
Rhode Island	1	24	8	457	6	974	10	555	3	95	19	256	...	...
Vermont	...	...	4	588	2	162	1	9	1	40	3	45	...	...
	73	24,509	210	46,560	65	4,832	82	7,249	123	60,870	233	22,483	4	1,137
MIDDLE ATLANTIC														
New Jersey	57	43,434	195	29,438	47	3,535	62	18,200	62	19,390	112	12,773	5	646
New York	104	41,414	277	28,403	125	12,179	145	43,532	137	47,705	156	7,957	6	3,662
Pennsylvania	28	5,720	113	33,093	50	4,618	109	23,523	44	14,324	32	4,889	17	14,728
	189	90,568	585	90,934	222	20,332	316	85,255	243	81,419	300	25,619	28	19,036
EAST NORTH CENTRAL														
Illinois	62	64,491	180	21,247	89	5,008	164	27,224	31	9,517	29	469	20	10,775
Indiana	9	9,941	43	12,580	33	16,700	104	55,726	44	22,222	32	1,680	4	3,526
Michigan	18	1,202	31	2,806	39	3,831	319	286,299	110	10,579	76	3,603	2	1,028
Ohio	28	5,014	55	9,317	52	13,724	185	104,313	102	52,301	33	2,416	10	3,102
Wisconsin	3	65	28	2,936	29	5,500	60	32,645	9	1,030	46	2,846	3	295
	120	80,713	337	48,886	242	44,763	832	506,207	296	95,649	216	11,014	39	18,726
WEST NORTH CENTRAL														
Iowa	5	6,211	17	2,192	7	691	37	1,486	2	1,724	11	151	1	8
Kansas	2	12	8	748	6	633	13	4,130	43	35,240	6	97	...	...
Minnesota	4	590	24	2,195	15	509	42	3,924	11	3,516	33	1,019	2	218
Missouri	11	832	16	1,354	19	1,851	67	22,031	17	27,194	16	1,026	5	1,481
Nebraska	7	2,468	11	1,641	3	57	11	1,013	...	...	1	7	1	51
North Dakota	...	...	...	...	...	...	4	66	...	...	...	...	...	...
South Dakota	1	9	...	...	...	...	1	9	...	...	1	7	...	...
	30	10,122	76	8,130	50	3,741	175	32,659	73	67,674	68	2,307	9	1,758
SOUTH ATLANTIC														
Delaware	1	9	...	...	...	...	4	6,029	1	190	6	290	...	...
District of Columbia	...	...	3	66	1	7	...	...	2	12	1	7	...	...
Florida	15	1,534	21	1,370	26	1,399	28	613	27	1,953	209	6,159	...	...
Georgia	1	9	3	65	10	579	37	11,201	2	10,040	22	1,101	1	4
Maryland	16	15,378	14	453	10	833	24	5,061	9	23,572	89	11,779	...	...
North Carolina	5	6,208	11	3,317	10	1,432	29	1,751	5	195	42	604	2	12
South Carolina	1	407	4	1,011	...	...	7	233	...	...	10	420	...	...
Virginia	4	1,209	8	1,119	3	77	25	2,273	2	40	57	14,639	...	...
West Virginia	1	9	2	407	3	15	11	820	1	165	2	281	1	668
	44	24,763	66	7,808	63	4,342	165	27,981	49	36,167	438	35,280	4	684
EAST SOUTH CENTRAL														
Alabama	...	...	6	2,527	...	...	27	2,202	4	11,306	32	3,570	2	1,420
Kentucky	4	75	4	4,721	6	96	17	4,531	1	40	7	368	1	51
Mississippi	1	183	2	309	1	7	12	1,645	1	596	20	8,893	1	51
Tennessee	3	415	10	407	12	447	32	3,440	2	40	28	962	...	...
	8	673	22	7,964	19	550	88	11,818	8	11,982	87	13,793	4	1,522
WEST SOUTH CENTRAL														
Arkansas	2	552	2	56	2	15	16	417	...	...	14	323	...	...
Louisiana	2	32	2	40	2	49	16	566	...	...	96	6,271	...	...
Oklahoma	4	241	8	759	6	143	32	888	12	7,266	11	51	...	...
Texas	8	4,004	30	4,201	34	1,178	88	7,433	36	43,569	133	6,070	...	...
	16	4,829	42	5,056	44	1,385	152	9,304	48	50,835	254	12,715	...	...
MOUNTAIN														
Arizona	4	1,855	12	934	5	27	8	66	18	4,554	6	28	...	...
Colorado	2	9	6	148	8	146	22	786	8	1,428	1	7	...	...
Idaho	...	...	...	...	...	...	5	93	...	...	4	7	...	...
Montana	...	...	1	9	...	...	1	9	...	...	4	45	...	...
Nevada	1	251	1	9	...	...	1	9	1	6	...	...	...	...
New Mexico	1	56	4	70	1	7	2	66	...	...	...	...	...	...
Utah	...	...	4	593	2	60	8	203	3	1,005	3	7	...	...
Wyoming	...	...	...	...	...	...	...	...	1	31	1	7	...	...
	8	2,171	28	1,763	16	240	47	1,232	31	7,024	19	101	...	...
PACIFIC														
California	107	23,164	306	24,379	132	3,313	365	30,130	672	193,559	204	10,660	2	8
Oregon	3	56	7	304	8	141	29	966	4	844	37	1,704	...	...
Washington	7	66	8	65	8	64	31	1,722	22	53,739	114	4,435	2	1,231
	117	23,286	321	24,748	148	3,518	425	32,818	698	248,142	355	16,799	4	1,239
TOTAL U. S. A.	605	261,634	1,687	241,849	869	83,703	2,282	714,523	1,569	659,762	1,970	140,111	92	44,102

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	375—Motorcycles, Bicycles & Parts		379—Miscellaneous Transportation Equipment		381—Engineering, Laboratory Research Instruments		382—Instruments for Measuring Physical Characteristics		383—Optical Instruments, Lenses		384—Surgical, Medical, Dental Instruments		385—Ophthalmic Goods	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND														
Connecticut	1	52	2	54	18	1,467	34	7,274	6	1,256	25	3,548	3	288
Maine	...	...	...	...	1	89	1	8	1	9	1	50	...	...
Massachusetts	2	606	5	67	29	2,862	42	8,323	17	1,268	53	1,574	13	4,076
New Hampshire	...	...	1	8	...	...	2	63	1	201	6	95	...	...
Rhode Island	...	...	...	...	4	90	2	1,180	3	60	8	313	16	986
Vermont	...	...	...	...	1	8	3	558	...	...	1	8	...	...
	3	658	8	129	53	4,516	84	17,406	28	2,794	94	5,588	32	5,350
MIDDLE ATLANTIC														
New Jersey	1	8	7	42	46	15,752	50	2,682	12	60	45	6,879	23	932
New York	10	966	5	42	99	17,820	134	8,626	59	3,397	220	7,862	88	9,361
Pennsylvania	1	8	30	880	44	2,288	53	15,673	15	477	76	5,297	13	991
	12	982	42	964	189	35,860	237	26,981	86	3,934	341	20,038	124	11,284
EAST NORTH CENTRAL														
Illinois	5	1,011	25	656	36	2,532	67	9,178	20	942	104	6,202	15	206
Indiana	2	168	74	4,414	12	560	14	1,918	4	9	21	959	2	246
Michigan	3	52	59	4,588	21	4,805	30	2,183	1	9	27	929	6	53
Ohio	6	664	27	843	21	513	49	7,089	8	102	76	2,586	7	258
Wisconsin	3	1,341	21	816	5	7,385	16	3,062	7	99	23	780	1	8
	19	3,236	206	11,317	95	15,795	176	23,430	40	1,161	251	11,456	31	771
WEST NORTH CENTRAL														
Iowa	...	...	24	592	2	1,482	6	401	1	9	8	23	...	...
Kansas	...	...	14	649	3	170	2	8	...	...	3	15	1	214
Minnesota	...	...	13	265	3	5,569	9	6,920	7	73	23	683	6	53
Missouri	...	...	20	282	14	170	8	1,154	4	71	28	1,560	14	485
Nebraska	1	859	11	478	1	8	1	177	...	...	8	420	1	8
North Dakota	...	...	...	...	...	...	...	...	...	...	1	8	...	...
South Dakota	...	...	4	176	1	8	...	...	...	...	1	8	...	...
	1	859	86	2,442	24	7,407	26	8,660	12	153	72	2,717	22	760
SOUTH ATLANTIC														
Delaware	...	...	...	...	1	52	1	8	...	...	1	272	...	...
District of Columbia	...	...	...	...	...	...	3	54	...	...	5	59	...	...
Florida	1	8	26	555	6	272	6	72	2	63	16	100	6	381
Georgia	...	...	9	448	1	52	3	409	1	9	9	102	1	...
Maryland	...	...	7	176	16	1,692	9	123	2	63	8	108	3	381
North Carolina	...	...	3	59	1	170	1	8	...	...	9	686	...	...
South Carolina	...	...	3	16	2	8	...	...	...	...	4	163	3	53
Virginia	...	...	1	8	5	234	2	54	...	...	5	159	2	1,270
West Virginia	...	...	...	...	3	175	1	54	2	61	3	163	...	...
	1	8	49	1,262	35	2,655	26	782	7	196	60	1,812	15	2,085
EAST SOUTH CENTRAL														
Alabama	...	...	3	16	2	61	3	8	...	...	6	23	1	8
Kentucky	2	374	3	59	2	61	...	...	1	9	7	221	1	8
Mississippi	...	...	2	425	...	...	4	64	1	61	3	15	...	...
Tennessee	1	1,894	6	137	7	826	5	1,449	...	...	8	463	1	57
	3	2,268	14	637	11	948	12	1,521	2	70	24	722	3	73
WEST SOUTH CENTRAL														
Arkansas	...	...	11	347	...	...	...	...	1	9	1	8	...	...
Louisiana	1	52	2	16	2	52	1	8	1	9	3	50	2	8
Oklahoma	1	8	13	1,036	2	170	14	413	1	9	5	25	...	...
Texas	1	52	50	2,361	36	2,801	26	542	2	131	29	233	4	279
	3	112	76	3,760	40	3,023	41	963	5	158	38	316	6	287
MOUNTAIN														
Arizona	1	8	3	59	6	371	5	8	...	...	3	58	...	...
Colorado	...	...	8	322	6	175	...	...	1	9	15	237	1	13
Idaho	...	...	6	186	...	...	...	...	1	9	2	15	...	...
Montana	...	...	...	...	...	...	...	...	...	...	2	8	...	...
Nevada	...	...	...	...	...	...	...	...	...	...	...	...	...	...
New Mexico	...	...	...	...	...	...	3	177	...	...	2	15	...	...
Utah	...	...	3	168	1	8	...	...	...	...	6	25	...	...
Wyoming	...	...	1	8	2	52	...	...	...	...	...	...	...	...
	1	8	21	743	15	606	8	185	2	18	30	358	1	13
PACIFIC														
California	8	374	121	4,617	100	5,710	90	9,053	39	863	143	2,209	10	186
Oregon	...	...	10	412	2	48	5	118	1	9	7	55	1	11
Washington	...	...	9	59	3	50	5	64	2	35	10	76	1	11
	8	374	140	5,088	105	5,808	100	9,235	42	907	160	2,340	12	208
TOTAL U. S. A.	51	8,505	642	26,342	567	76,618	710	89,163	224	9,391	1,070	45,347	246	20,831

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Plants & Employment in SIC 3-Digit Industries

SM Estimates of 1960 Employment in SIC Plants, by States and Regions

SECTIONS and STATES	386—Photographic Equipment, Supplies		387—Watches, Clocks & Parts		391—Jewelry, Silver & Plated Ware		393—Musical Instruments		394—Toys, Sporting Goods		395—Pens, Pencils, Artists' Materials		396—Costume Jewelry, Buttons, Misc. Notions	
	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'ment	Plants	Empl'm ent
NEW ENGLAND														
Connecticut	9	849	14	5,376	27	4,142	5	976	45	2,978	25	1,590	52	5,288
Maine	2	47	...	...	1	7	...	...	17	779	2	55	2	14
Massachusetts	15	2,979	11	2,502	119	7,685	18	430	106	7,665	50	749	63	4,419
New Hampshire	...	...	...	...	5	51	1	53	20	1,345	1	160	6	214
Rhode Island	...	...	1	601	303	8,161	2	63	18	1,382	10	268	373	12,635
Vermont	...	...	...	...	1	7	4	...	5	105	...	...	1	7
	26	3,875	26	8,479	456	20,053	30	1,522	211	14,254	88	2,822	497	22,577
MIDDLE ATLANTIC														
New Jersey	32	3,258	8	365	125	4,170	11	243	127	7,385	66	3,608	88	3,006
New York	143	39,257	126	4,866	1,017	12,297	47	2,412	726	30,299	199	5,977	1,167	20,479
Pennsylvania	21	360	4	1,547	69	539	16	901	127	7,593	55	2,213	37	2,816
	196	42,875	138	6,778	1,211	17,006	74	3,556	980	45,277	320	11,798	1,292	26,301
EAST NORTH CENTRAL														
Illinois	69	8,014	25	6,445	56	1,094	49	6,087	168	7,810	73	2,104	64	1,972
Indiana	6	203	3	150	14	794	27	1,800	48	2,527	10	252	11	255
Michigan	16	1,377	6	304	22	344	12	1,125	124	5,604	38	463	13	255
Ohio	15	277	4	182	43	578	14	2,887	120	7,490	49	1,646	21	187
Wisconsin	11	315	3	333	7	59	8	602	67	2,268	13	1,863	12	110
	117	10,186	41	7,414	142	2,869	110	12,501	527	25,699	183	6,328	121	2,779
WEST NORTH CENTRAL														
Iowa	1	47	2	46	3	15	2	8	30	826	9	1,598	26	952
Kansas	...	...	...	...	1	7	2	76	12	115	5	55	3	14
Minnesota	7	524	1	7	12	683	1	8	68	1,701	12	166	8	70
Missouri	11	248	...	...	10	71	2	78	57	3,092	17	617	15	268
Nebraska	3	55	...	...	2	7	1	8	8	47	5	51	3	708
North Dakota	...	...	...	...	1	104	...	...	...	...	...	...	1	7
South Dakota	...	...	...	...	3	48	...	...	1	8	...	...	1	2
	22	874	3	53	32	935	8	178	176	5,789	48	2,487	57	2,021
SOUTH ATLANTIC														
Delaware	...	...	...	...	...	...	...	...	...	...	...	...	12	110
District of Columbia	1	6	...	...	4	15	1	8	...	...	3	52	...	...
Florida	4	20	...	...	4	22	2	8	59	546	27	76	41	240
Georgia	1	7	2	666	2	7	...	...	19	641	9	1,807	4	310
Maryland	1	7	2	46	8	287	3	831	15	453	8	52	7	307
North Carolina	...	...	...	...	3	103	1	174	18	283	5	52	7	212
South Carolina	...	...	...	...	...	...	...	...	7	410	1	7	1	47
Virginia	4	112	...	...	2	68	1	63	8	1,765	9	392	6	538
West Virginia	...	...	...	...	...	...	...	...	6	959	4	55	1	7
	11	152	4	712	23	502	8	1,084	130	5,057	66	2,493	79	1,771
EAST SOUTH CENTRAL														
Alabama	...	...	...	...	...	...	...	...	18	701	4	7	4	104
Kentucky	...	...	2	150	4	56	...	...	6	396	12	160	2	181
Mississippi	...	...	...	...	...	...	1	174	12	385	1	7	2	315
Tennessee	...	...	1	7	3	55	4	386	31	1,508	17	1,223	3	54
	...	...	3	157	7	111	5	560	67	2,990	34	1,397	11	654
WEST SOUTH CENTRAL														
Arkansas	...	...	1	1,790	...	...	1	53	15	1,452	2	7	3	7
Louisiana	3	81	...	...	6	19	...	...	17	293	5	38	2	14
Oklahoma	...	...	1	46	4	56	...	...	15	257	5	15	3	51
Texas	6	83	3	667	17	413	1	8	58	1,240	26	230	21	351
	9	164	5	2,503	27	488	2	61	105	3,242	38	290	29	423
MOUNTAIN														
Arizona	...	...	...	...	10	55	2	8	7	106	4	7	5	48
Colorado	4	112	...	...	8	56	3	8	34	752	7	243	12	138
Idaho	...	...	...	...	4	19	...	...	6	98	...	...	...	...
Montana	...	...	...	...	2	7	...	...	4	67	...	...	3	7
Nevada	...	...	...	...	1	7	...	...	3	16	...	...	...	...
New Mexico	...	...	...	...	8	184	1	8	1	8	3	7	...	...
Utah	1	7	...	...	3	176	...	...	4	105	1	73	1	7
Wyoming	...	...	...	...	...	...	...	...	...	...	...	...	1	7
	5	119	...	...	36	504	6	24	59	1,152	15	330	22	207
PACIFIC														
California	87	2,517	8	54	128	961	27	597	284	5,799	113	2,029	82	743
Oregon	2	338	...	...	7	86	1	8	29	311	7	62	5	14
Washington	5	7	1	7	17	66	3	133	39	289	9	229	10	129
	94	2,862	9	61	152	1,113	31	738	352	6,399	129	2,320	97	886
TOTAL U.S.A.	480	61,107	229	26,157	2,086	43,581	274	20,224	2,607	109,859	921	30,265	2,205	57,619

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Plants & Employment—(Cont'd)

SM Estimates, 1960 Employment

SECTIONS and STATES	398—Miscellaneous Manufacturing Industries		399—Miscellaneous Manufacturing Industries	
	Plants	Empl'ment	Plants	Empl'ment
NEW ENGLAND				
Connecticut	23	1,458	67	1,219
Maine	8	473	7	67
Massachusetts	57	4,774	125	2,743
New Hampshire	10	507	8	58
Rhode Island	5	109	31	834
Vermont	4	58	10	108
	107	7,379	248	5,029
MIDDLE ATLANTIC				
New Jersey	76	3,594	196	4,556
New York	289	8,519	1,050	17,480
Pennsylvania	144	9,392	234	5,791
	509	21,505	1,480	27,827
EAST NORTH CENTRAL				
Illinois	131	4,786	339	10,568
Indiana	48	2,279	73	825
Michigan	50	553	159	3,255
Ohio	82	5,469	196	4,107
Wisconsin	36	1,319	99	3,126
	347	14,406	866	21,881
WEST NORTH CENTRAL				
Iowa	29	401	49	697
Kansas	15	116	31	321
Minnesota	23	1,062	75	1,471
Missouri	55	1,515	89	2,013
Nebraska	11	207	26	240
North Dakota	1	8	5	58
South Dakota	2	15	7	15
	136	3,324	282	4,815
SOUTH ATLANTIC				
Delaware	6	364	6	101
District of Columbia	1	8	13	67
Florida	31	501	136	1,507
Georgia	31	1,180	45	176
Maryland	19	1,163	49	837
North Carolina	49	644	38	498
South Carolina	8	192	17	255
Virginia	18	308	30	603
West Virginia	6	92	12	58
	169	4,452	346	4,102
EAST SOUTH CENTRAL				
Alabama	19	315	26	214
Kentucky	20	257	32	386
Mississippi	6	101	12	66
Tennessee	40	922	40	462
	85	1,595	110	1,128
WEST SOUTH CENTRAL				
Arkansas	18	328	19	117
Louisiana	28	537	26	465
Oklahoma	15	101	46	562
Texas	78	1,231	147	1,354
	139	2,197	238	2,498
MOUNTAIN				
Arizona	7	63	21	176
Colorado	12	150	38	569
Idaho	...	...	15	164
Montana	1	8	13	164
Nevada	...	...	6	85
New Mexico	6	63	13	67
Utah	6	63	20	35
Wyoming	...	...	4	50
	32	347	130	1,310
PACIFIC				
California	150	3,079	427	6,015
Oregon	12	199	41	383
Washington	22	525	76	518
	184	3,803	544	6,916
TOTAL U. S. A.	1,708	59,008	4,244	75,506

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Mailing Address
State
SIC Codes
Product Description
Average Employment in 1959

No other directory covers all industries (including non-metal working) and reveals employment in each plant, an item handled by code in most directories. Yet only if you know how large a plant is can you estimate its potential to you.

Two Tabular Arrangements Included:

Geographic, Alphabetic by state and county
Industry Ranking in order of Employment
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MARKET STATISTICS
630 — 3rd Avenue
New York 17, N. Y.

1960 Employment in Mining and Construction

Mining and Construction are two important fields in which area marketing data are very meager because of the absence of a good periodic census. The gap can be filled in part with the use of employment and payroll data taken from BOASI records (i.e., based on Social Security taxes) and recently published in "County Business Patterns, 1959" by the U.S. Dept. of Commerce. Following, we show the 100 leading counties in mining employment and contract construction, with appropriate detail on the 2-digit level. For mining, the 2-digit SIC components are: Anthracite, Bituminous Coal and Lignite Mining, Crude Petroleum, Natural Gas Extraction, and Non-Metallic Mining and Quarrying. For construction: General Building Contractors, General Contractors except Building (Highway, Bridges, etc.), Special Trade Contractors (Plumbing, Electrical, Paint, etc.)

Mining, Leading Counties

COUNTY and STATE	EMPLOYMENT SM ESTIMATE: Total Mining	Metal Mining	Anthracite, Bituminous Coal and Lignite Mining	Crude Petroleum Natural Gas Extraction	Non-Metallic Mining and Quarrying
Harris, Tex.	13,731	...	...	6,424	1,114
McDowell, W. Va.	10,801	...	10,105	...	...
Los Angeles, Cal.	9,402	73	...	5,387	1,570
St. Louis, Minn.	9,075	7,401	...	...	...
Logan, W. Va.	8,785	...	8,625	...	...
Jefferson, Ala.	7,447	2,102	4,849	...	338
Salt Lake, Utah	6,422	5,769	...	76	72
Cambria, Pa.	6,418	...	6,200	...	...
Tulsa, Okla.	6,402	...	...	4,232	217
Schuylkill, Pa.	6,194	...	5,964	...	...
Washington, Pa.	5,977	...	5,647	...	...
Buchanan, Va.	5,772	...	5,745	...	...
Dallas, Tex.	5,627	...	...	3,445	468
Luzerne, Pa.	5,395	...	5,176	...	...
Greene, Pa.	5,216	...	5,096	116	...
Pinal, Ariz.	4,848	4,799	...	...	...
Kern, Cal.	4,776	...	...	2,577	764
Kanawha, W. Va.	4,753	...	3,784	920	...
Lackawanna, Pa.	4,733	...	4,236	...	200
Wyoming, W. Va.	4,580	...	4,532	...	...
Raleigh, W. Va.	4,494	...	4,370	...	...
Silver Bow, Mont.	4,256	3,340	...	...	160
Harlan, Ky.	3,968	...	3,941	...	...
Oklahoma, Okla.	3,723	...	...	2,714	...
Eddy, N. M.	3,709	...	...	424	3,276
Marion, W. Va.	3,656	...	3,372	132	...
Pike, Ky.	3,641	...	3,526	108	...
Midland, Tex.	3,490	...	2,829	...	...
Allegheny, Pa.	3,465	...	2,785	...	...
Hopkins, Ky.	3,238	...	3,238	...	...
Indiana, Pa.	3,189	...	2,946	...	...
Cook, Ill.	3,144	...	...	167	659
Fayette, W. Va.	3,124	...	3,047	...	...
Floyd, Ky.	3,040	...	2,957	...	...
Polk, Fla.	2,913	...	...	...	2,913
Ector, Tex.	2,900	...	...	2,796	...
Nicholas, W. Va.	2,858	...	2,854	...	...
Wise, Va.	2,852	...	2,765	...	...
Fayette, Pa.	2,798	...	2,693	...	...
Shoshone, Idaho	2,784	2,670	...	...	...
Itasca, Minn.	2,647	2,286	...	...	...
Marquette, Mich.	2,602	2,375	...	...	...
Perry, Ky.	2,553	...	2,530	...	...
Monongalia, W. Va.	2,513	...	2,420	...	...
Orleans, La.	2,508	...	...	1,536	225
Tarrant, Tex.	2,501	...	...	1,575	172
Carbon, Utah	2,464	...	2,407	...	...
Westmoreland, Pa.	2,446	...	2,384	...	...
Boone, W. Va.	2,395	...	2,388	...	...
Letcher, Ky.	2,384	...	2,300	...	...
Clearfield, Pa.	2,372	...	2,188	...	159
Ventura, Cal.	2,361	...	...	1,472	294
St. Francois, Mo.	2,329	2,314	...	...	...
Pima, Ariz.	2,315	2,141	...	...	173
New York (5 Counties), N. Y.	2,250	262	...	173	...
Harrison, Ohio	2,169	...	1,843	...	...
Belmont, Ohio	2,121	...	2,085	...	...
Caddo, La.	2,106	...	...	1,541	...
Lea, N. M.	2,075	...	...	1,805	262
Gila, Ariz.	2,006	1,903	...	...	103
St. Lawrence, N. Y.	1,917	1,534	...	...	383
Harrison, W. Va.	1,881	...	1,830	...	...
Denver, Colo.	1,864	...	...	782	272
Lawrence, S. D.	1,854	1,854	...	...	...
Mingo, W. Va.	1,849	...	1,845	...	...
Cochise, Ariz.	1,784	1,642	...	...	...
Valencia, N. M.	1,676	1,625	...	...	...
Grant, N. M.	1,614	1,609	...	...	...
Franklin, Ill.	1,541	...	1,541	...	...
Plaquemines, La.	1,528	...	...	659	869
Jefferson, Tex.	1,518	...	...	1,433	85
Gogebic, Mich.	1,512	1,482	...	...	...
Nueces, Tex.	1,504	...	...	806	498
Williamson, Ill.	1,502	...	1,499	...	...
Hutchinson, Tex.	1,500	...	...	1,445	...
Houghton, Mich.	1,447	1,444	...	...	...
Preston, W. Va.	1,443	...	1,389	...	...
Leslie, Ky.	1,429	...	1,429	...	...
Somerset, Pa.	1,425	...	1,381	...	...
Walker, Ala.	1,412	...	1,366	...	...
Northumberland, Pa.	1,408	...	1,372	...	...
Lake, Colo.	1,400	1,400	...	...	...
Muhlenberg, Ky.	1,345	...	1,246	...	...
San Bernardino, Cal.	1,338	...	...	...	1,260
McKinley, N. M.	1,318	1,278	...	...	...
Polk, Tenn.	1,300	1,300	...	...	...
Orange, Cal.	1,287	...	...	567	261
Iron, Mich.	1,259	1,249	...	...	...
Ontonagon, Mich.	1,250	1,250	...	...	...
Wichita, Tex.	1,230	...	...	1,156	...
Santa Barbara, Cal.	1,107	...	...	526	535
Nassau, N. Y.	1,098	...	1,136	...	1,083
Armstrong, Pa.	1,162	...	932	...	216
Clay, Ky.	1,136	...	...	...	...
Deer Lodge, Mont.	1,130	1,130	...	...	...
Lake, Minn.	1,100	1,100	...	...	...
Gregg, Tex.	1,100	...	...	909	...
Tuscarawas, Ohio	1,090	...	983	...	[illegible]
Hancock, Ohio	1,085	...	...	70	...
Tazewell, Va.	1,065	...	833	...	...
Total Above Counties	307,121	57,332	150,609	45,973	18,694
Total for U. S. A.	705,242	85,191	194,914	272,531	113,181
% of U. S. A.	43.5	67.3	77.2	16.9	16.5

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Contract Construction, Leading Counties

COUNTY and STATE	SM EMPLOYMENT ESTIMATES: Total	General Bldg. Contr's.	General Contr's. except Bldg.	Special Trade Contr's.
New York (5 Counties), N. Y.	111,436	21,302	11,142	76,703
Los Angeles, Cal.	110,962	31,005	17,784	62,021
Cook, Ill.	79,265	19,217	7,127	51,888
Philadelphia, Pa.	31,107	6,305	4,516	19,365
Harris, Tex.	30,066	7,957	9,450	12,643
Wayne, Mich.	29,085	6,695	2,440	19,594
Allegheny, Pa.	25,977	7,008	5,059	13,623
Dallas, Tex.	24,526	6,877	5,441	12,041
Dade, Fla.	23,355	7,421	2,549	13,351
Cuyahoga, Ohio	22,741	5,943	2,690	13,161
District of Columbia, D. C.	21,130	7,038	2,375	11,554
Nassau, N. Y.	19,725	3,472	2,844	13,359
San Diego, Cal.	18,739	5,995	2,643	10,084
San Francisco, Cal.	18,222	5,267	3,044	9,677
Alameda, Cal.	17,671	5,140	3,572	8,699
King, Wash.	16,408	5,486	2,724	8,064
Maricopa, Ariz.	15,817	5,237	2,272	8,229
Milwaukee, Wisc.	15,767	3,897	1,719	10,143
Hennepin, Minn.	15,705	5,571	1,090	8,802
Orange, Cal.	13,873	5,409	1,592	6,812
Suffolk, Mass.	13,833	4,042	1,726	8,014
Jackson, Mo.	13,829	4,512	1,683	7,477
Fulton, Ga.	13,573	4,691	2,422	6,400
Erie, N. Y.	13,562	3,152	1,975	8,342
Orleans, La.	13,428	4,438	2,578	6,393
Hamilton, Ohio	13,199	3,343	1,888	7,949
Santa Clara, Cal.	13,189	5,279	1,388	6,487
Westchester, N. Y.	12,849	3,605	2,599	6,545
Middlesex, Mass.	12,646	4,310	1,343	6,930
Honolulu, Hawaii	12,506	5,316	2,379	4,811
Denver, Colo.	12,359	4,148	1,559	6,631
Franklin, Ohio	11,824	3,028	1,518	7,272
Bexar, Tex.	11,806	3,303	2,694	5,774
Marion, Ind.	11,672	3,792	1,412	6,460
Essex, N. J.	11,492	2,943	1,969	6,550
Oklahoma, Okla.	11,450	3,389	2,949	5,103
Duval, Fla.	11,229	3,174	2,280	5,728
Jefferson, Ala.	11,071	2,699	3,233	5,042
Bergen, N. J.	10,900	2,772	2,181	5,893
Broward, Fla.	10,857	2,612	3,407	4,838
Shelby, Tenn.	10,494	3,374	1,495	5,564
Sacramento, Cal.	10,268	3,797	1,571	4,900
Jefferson, Ky.	10,262	3,112	1,399	5,720
Multnomah, Ore.	10,221	3,576	1,401	5,185
Pinellas, Fla.	10,134	2,699	2,100	5,321
Bernalillo, N. M.	9,980	3,765	2,114	4,092
Hillsborough, Fla.	9,906	2,897	3,160	3,842
Mecklenberg, N. C.	9,751	3,199	1,572	4,854
Norfolk, Va.	9,383	2,140	859	5,020
Hartford, Conn.	9,182	2,190	1,781	5,191
San Mateo, Cal.	9,099	3,152	1,542	4,123
Fairfield, Conn.	9,062	4,060	1,020	3,969
Tulsa, Okla.	9,058	3,376	1,559	3,964
Henrico, Va.	8,976	2,573	1,092	5,280
Montgomery, Pa.	8,922	2,343	2,074	4,505
Tarrant, Tex.	8,626	2,021	1,800	4,788
Orange, Fla.	8,532	2,096	1,737	4,699
Davidson, Tenn.	8,449	2,367	1,891	4,177
Montgomery, Md.	8,382	2,380	1,942	4,060
New Haven, Conn.	8,173	2,026	2,402	3,745
East Baton Rouge, La.	7,886	2,661	2,345	2,855
Arlington, Va.	7,610	1,781	745	5,036
Lake, Ind.	7,517	3,174	745	3,585
San Bernardino, Cal.	7,506	2,650	1,647	3,209
Ramsey, Minn.	7,212	2,294	807	4,037
New Castle, Del.	7,153	2,404	931	3,803
Sedgwick, Kan.	7,055	3,247	539	3,250
Palm Beach, Fla.	6,912	2,205	1,658	3,034
Mobile, Ala.	6,889	3,573	1,213	2,101
Douglas, Nebr.	6,879	2,201	704	3,785
Hudson, N. J.	6,855	2,794	504	3,545
Salt Lake, Utah	6,716	1,968	881	3,840
Monroe, N. Y.	6,702	2,231	692	3,767
Montgomery, Ohio	6,677	1,658	848	4,171
Providence, R. I.	6,649	1,855	1,178	3,607
Travis, Tex.	6,491	2,083	2,275	2,120
Contra Costa, Cal.	6,449	2,297	1,350	2,757
Union, N. J.	6,351	1,829	987	3,534
Delaware, Pa.	6,339	2,126	776	3,437
Suffolk, N. Y.	6,224	1,832	722	3,670
El Paso, Tex.	6,214	1,954	910	3,341
Guilford, N. C.	5,844	2,143	715	2,965
Riverside, Cal.	5,814	1,164	1,906	2,744
Hinds, Miss.	5,690	2,310	1,501	1,803
Pima, Ariz.	5,672	2,599	334	2,739
Lucas, Ohio	5,582	1,706	488	3,385
Norfolk, Mass.	5,442	1,601	1,018	2,808
Nueces, Tex.	5,427	1,460	1,403	2,558
Prince Georges, Md.	5,309	1,301	649	3,289
Caddo, La.	5,271	2,023	779	2,458
Jefferson, Tex.	5,252	1,569	1,435	2,242
Greenville, S. C.	5,135	2,710	578	1,826
Polk, Iowa	5,070	1,620	666	2,782
Fresno, Cal.	5,007	1,608	1,137	2,262
Middlesex, N. J.	4,999	1,413	642	2,923
Camden, N. J.	4,997	1,328	1,010	2,646
Oakland, Mich.	4,928	1,572	491	2,850
Onondaga, N. Y.	4,786	1,342	520	2,832
Summit, Ohio	4,760	1,156	645	2,953
Worcester, Mass.	4,671	1,558	666	2,447
Total Above Counties	1339,553	384,933	208,807	734,447
Total U. S. A.	2498,457	768,435	479,524	1235,324
% of U. S. A.	53.6	50.0	43.5	59.4

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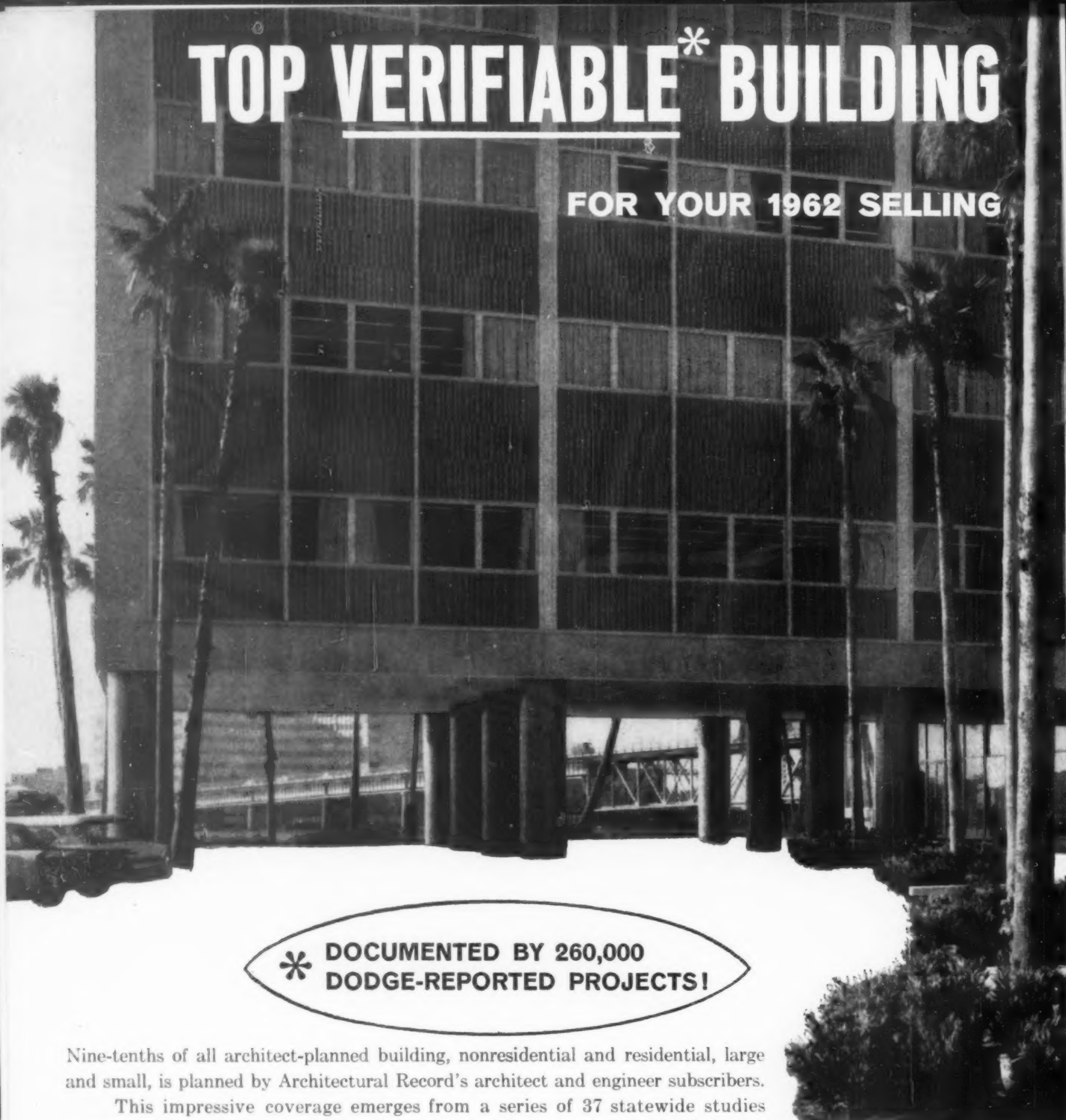

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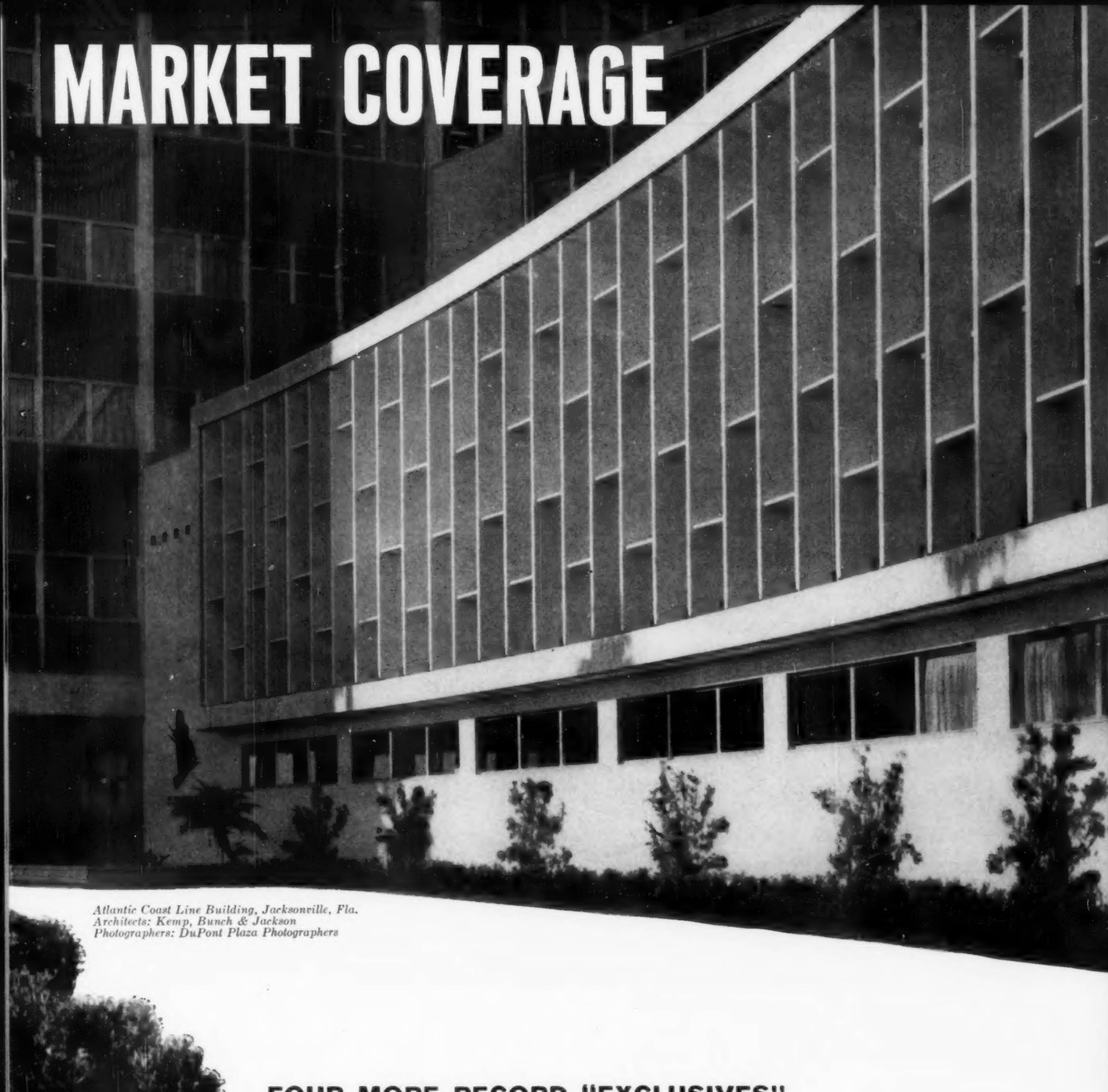
MARKET COVERAGE



Atlantic Coast Line Building, Jacksonville, Fla.
Architects: Kemp, Bunch & Jackson
Photographers: DuPont Plaza Photographers

FOUR MORE RECORD "EXCLUSIVES" FOR YOUR 1962 SELLING

1. *The largest architect—and engineer—paid circulation in the history of the field!*

2. *Editorial leadership.* Most editorial pages—fully researched by Eastman Editorial Research and the Record's own Continuing Readership Research; and timed and balanced with the aid of *Dodge Reports* to be of maximum value to architects and engineers in terms of the work on their boards.

3. *Steady reader preference.* Architects and engineers have voted the Record "preferred" in 156 out of 172 studies *sponsored by building product manufacturers and advertising agencies.*

4. *Outstanding advertiser acceptance.* For 15 straight years more building product advertisers have placed more advertising pages in the Record than in any other architectural magazine. The Record's margin of leadership in 1961 58 per cent!

Architectural Record

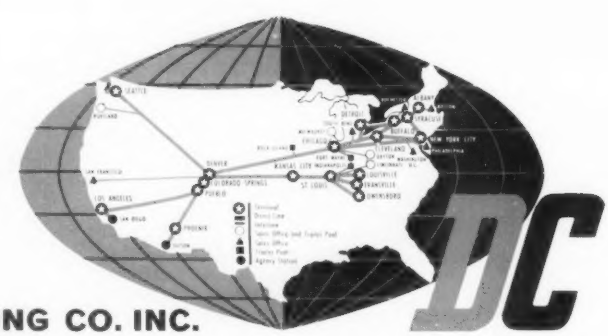
F. W. DODGE CORPORATION
A McGraw-Hill Company

119 West 40th St.
New York 18, N. Y.

"stimulus to creative architectural and engineering design"

DC's got what it takes to ship it!

If moving *your* freight calls for specialized equipment, DC's got it: the right kind, in the right place, at the right time! DC's "top drawer" $18 million fleet includes four basic over-the-road trailers . . . the type and number of pickup and delivery units required in each terminal city. Specialized equipment is one key to safe, speedy handling . . . *and DC's got it!*



DENVER CHICAGO TRUCKING CO. INC.

the ONLY DIRECT coast-to-coast carrier

Changes Brew as Big Buyers Grow

During the course of the next decade, the face of consumer marketing will undergo a gradual but consistent change that will make it barely recognizable by today's standards. It will be a change equal in scope and significance to the development of the "marketing concept" a few years ago.

Two factors will be most responsible: the growing influence of the big-volume buying group, and the expansion drives of the consumer goods companies themselves.

First, the buying groups: It is certainly no secret that the number and variety of big buying groups is expanding phenomenally at this time. Grocery chains, discount chains, consumer buying groups, big drug chains, even department store groups are growing in size and number. This will continue; natural selection may weed out some of those now operating, but the net effect will still be growth—and lots of it.

Moreover, these big buying interests are constantly expanding their scope. Food chains are building non-foods sales, discounters are renewing their interest in foods, variety chains are going into big-ticket discounting (as are department stores), and, everywhere, one group after another is defensively expanding its interests to counter the effects of somebody else's expansion into its traditional field.

Thus, the influence of the big, broad-spectrum buyer is enjoying a double growth which will make its importance to consumer goods marketers increase faster and faster.

Second, consumer goods marketers themselves are rapidly pyramiding their own product lines. Although there has been a certain amount of lateral product expansion (with soap companies going into packaged foods and vice versa), the big emphasis so far has been on building longer and longer lines within the company's traditional product area.

In many ways this trend runs counter to the retailer trend. This is why: The big volume outlets—and these will be even more important to the marketer than now—just will not put up with the great number of similar products that are now beginning to flood the market place. They want big name brands—brands that are as strong as possible and as few in number as possible. Their whole philosophy is based on fast, high-volume turnover. And this philosophy will make itself felt to a much greater degree in the years ahead.

For this reason alone, manufacturers will be forced to start sweeping lesser brands under the carpet. Added to this is the fact that the marketer can't make his brand stronger than his competitors' without spending a lot of money. Advertising money will have to be taken away from all but the biggest brands and put toward the beefing up of the chosen few.

Here are just a few of the other big changes that the high-volume buyer will force on the marketer at the expense of tradition and the small, independent store:

- An even broader product spectrum. Even with stronger big brands, most marketers will probably not be able to make up all the volume they will lose by killing weaker brands. This, plus the new competition from other expanding industries, will force consumer goods marketers to con-

tinue, even step up, expansion into other fields. There will be fewer and fewer limitations recognized. Reluctance to develop product lines that must be sold to a different kind of retail outlet will disappear as the differences among kinds of outlets tend to fade away. Any line which appears to hold promise of a profit will be acceptable.

- A new kind of selling. Most consumer goods marketers today still use a sales organization designed to work with small retail merchants. Attempts to adapt this system to the big retailer, with his tough, impersonal buying committee, scientific merchandising, and fortifications against the ordinary salesman, have been largely unspectacular. This system will be largely abandoned in favor of one which features specialist salesmen, working alone or in teams, and assigned to sell all products to one customer, rather than a couple of products to all customers.

Permanently assigning one salesman—or a team of men—to one specific chain or buying office is about the only way to develop any kind of a meaningful buyer-seller relationship. If the salesman can become intimately familiar with his one huge customer, get to know its particular problems, its personnel and its needs, he can be an effective marketing instrument.

It would also solve the problems created by the development of a broad line of dissimilar products. Whereas a traditional salesman with a large number of customers could only be expected to effectively merchandise a few different kinds of items, there is practically no limit to the number which can be handled by the sales team with one customer.

- Stronger corporate identity. Major marketers who up till now have been lukewarm about tieing their products to the company name will have a change of heart. The reasons: a strong corporate appeal, tied to a strong brand, make a product that is much more attractive to the mass merchandisers, it will make it a little easier to quickly build up strong demand for a new brand if it can be tied to a familiar name; and, with individual companies no longer offering so very many brands of similar products, the major cause of embarrassment over emphasizing the family name will be removed.

These changes will bring about sweeping changes in marketing organization, too. Look for more and more companies to adopt a military-style organization, with "task forces" designed to accomplish singular, precise objectives through hard-hitting, coordinated campaigns.

There is good reason for this to happen. There will be fewer but bigger customers, so each takes on enough importance to be the individual target of marketing plan. Product lines will contain only one or two brands, so the success or failure of a single brand spells the success or failure of the whole company in that field.

The result is that the whole marketing process becomes reduced in complexity but increased in importance. It will be a logical, necessary step to split up much of the marketing effort into small, individual campaigns, many of which could be run simultaneously. Objectives such as: "Get product 'A' into chains X, Y and Z; strengthen product 'B's' share of market to 30% in Area III, introduce product 'C' through chains in area IV," and so on, would be met by earmarking men, money and time for hard-hitting actions which, when viewed together, would be designed to meet the company's long-term marketing objectives.

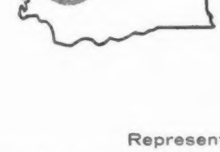
Although these changes and the steps taken to accommodate them appear to be simple, even evolutionary, there is actually a bit more to it than meets the eye. Salesmen must be thoroughly retrained; indeed, it may even mean recruiting a new sales force made of an entirely different kind of salesman. A complete reorganization will be needed to realign responsibilities and redirect marketing effort.

And, perhaps most difficult, the management team will have to begin thinking about marketing in a new way—with new attitudes, new approach, an entirely different outlook. Without this, nothing can be done.

RAY A. MOYER, Seattle
Northwest District Manager
HIRAM WALKER, INC.

"Washington State's 2nd market cannot be sold by outside newspapers"

Mr. Moyer says: "Tacoma is Washington State's 2nd market for sales of Hiram Walker products, just as it's the 2nd market in the state for population and retail sales. We've found out through years of experience that this important area . . . the Tacoma market . . . cannot be sold by any outside newspaper or combination of outside newspapers. The Tacoma News Tribune provides the localized coverage we need to increase our sales in the Tacoma market."



Think Twice About Tacoma

The Tacoma Market, Washington State's 2nd Market, is intensely covered by the State's 2nd largest evening newspaper, the Tacoma News Tribune. No Seattle newspaper can claim merchandisable coverage in this area. Circulation of the News Tribune is now more than 86,000.

TACOMA NEWS TRIBUNE

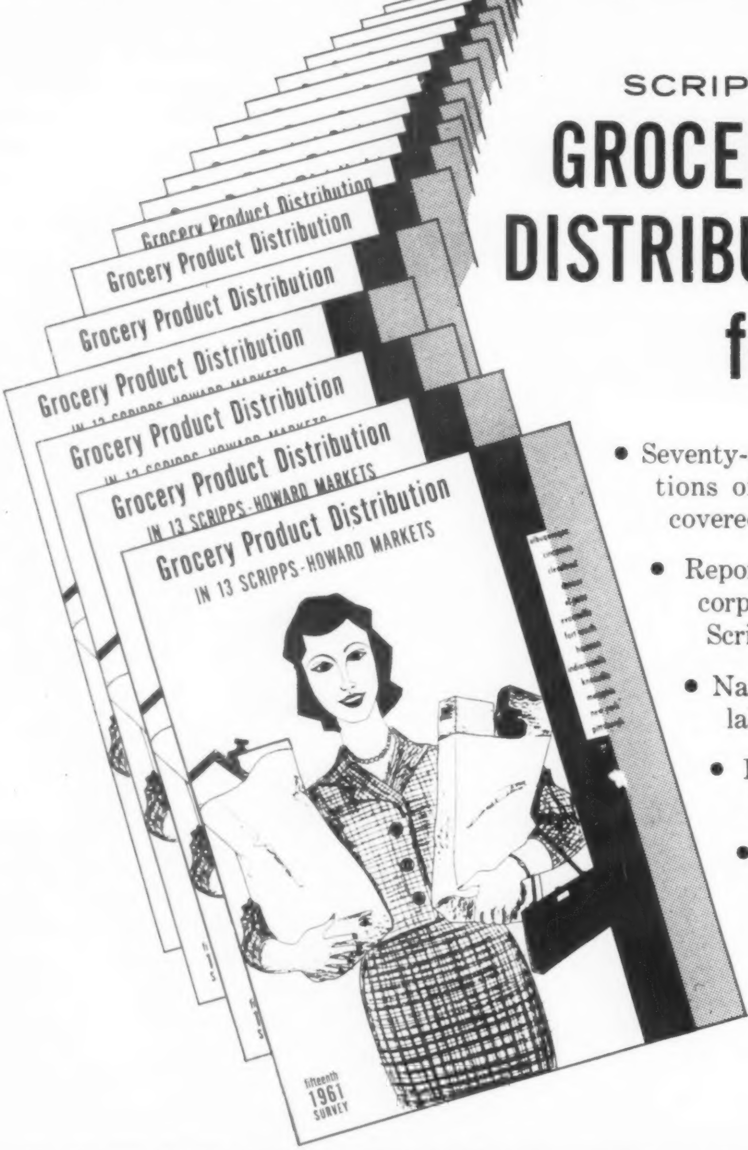
Represented by **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco

NOW READY

SCRIPPS-HOWARD'S

GROCERY PRODUCT DISTRIBUTION SURVEY for 1961



- Seventy-one (71) major and sub-classifications of grocery store merchandise are covered.
- Reports show all brands handled by corporate chain grocery stores in 13 Scripps-Howard cities.
- Nationally known as well as private label brands are listed.
- Distribution is shown brand by brand and chain by chain.
- For your copy, contact any Scripps-Howard newspaper or representative.

SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . World-Telegram & The Sun	COLUMBUS . . . . . Citizen-Journal	DENVER . . . Rocky Mountain News	EVANSVILLE. . . . . Press
CLEVELAND . . . . . Press and News	CINCINNATI . . . . Post & Times-Star	BIRMINGHAM . . . . Post-Herald	HOUSTON . . . . Press
PITTSBURGH. . . . . Press	KENTUCKY . . . . . Kentucky edition Cincinnati Post & Times-Star	MEMPHIS . . . . . Press-Scimitar	FORT WORTH . . . . Press
INDIANAPOLIS . . . . Times		MEMPHIS . . . Commercial Appeal	ALBUQUERQUE . . . . . Tribune
SAN FRANCISCO . . News-Call Bulletin* *Affiliated	KNOXVILLE . . . . . News-Sentinel	WASHINGTON . . . . Daily News	EL PASO . . . . . . Herald-Post

General Advertising Department . . . 230 Park Avenue, New York City—Chicago San Francisco Los Angeles Detroit Cincinnati Philadelphia Dallas

Marketing on the Move

'Consumer' Firms Will Give Bigger Role to Advertising

Advertising is going to be an even more vital factor in marketing as competition grows. More dollars alone won't be enough to keep, or increase, share of market; your advertising must be given a big boost in its effectiveness.

Tomorrow, top management of progressive and aggressive consumer product manufacturers will give advertising a bigger-than-ever responsibility for growth.

By 1970 the Gross National Product may rise 50% to $750 billion. Population, however, is expected to increase only about 21% to 219 million. Though personal incomes will climb too, consumer product manufacturers, with expanded laboratories and more automated production, may then be turning out almost twice as many products.

By 1970 the combined annual investment in advertising may nearly double, to $20 billion. But dollars alone don't buy sales. All manufacturers—and especially middle-size and smaller companies—must find ways to make advertising work better.

Increasingly, top executives—whatever their "background"—will find that they must not only understand advertising, but actively stimulate its effective development.

They may be less inclined, then, to make advertising the whipping-boy for others' failings, including their own. But they will continue to seek definite yardsticks for and stronger controls over advertising. As Dun's Review & Modern Industry found, corporation presidents continue to be concerned over the "waste" in advertising, "the over-selling by agencies, and the lack of a real selling message."

Four-fifths of the presidents queried by Dun's Review said that they help to make advertising decisions—including those on copy and media. However, they trust the judgment of their marketing and advertising people. "Even those presidents who have considerable background in advertising," this magazine said, "believe that they should delegate advertising decisions."

But with all the new technology and the new competition of this decade, top management realizes that it must help, not merely to harness, but to amplify advertising's power.

Until now, consumer product advertising has concentrated primarily on widespread, separate operations for individual products. The promoters of a few of these products—for example, Chevrolet, Ford, Coca-Cola, Gillette and Tide—can afford to put $70 million to $20 million annually behind each of these brand names.

But the bulk of the nation's 300,000 manufacturers cannot boast even a sales volume of $20 million. The 15,000 "national advertisers" among them mainly must settle for a logical layer or segment of the national "mass market."

More "mass advertisers" are discovering that selectivity makes sense. In some markets, such as Washington, D.C., Maxwell House coffee is outsold by a local brand. Though, the world over, Heinz means beans, in bean-booming Boston Heinz still is outsold by Burnham & Morrill.

More top managers also will help to develop "allied advertising":

- By promoting, not merely separate products, but the corporation and its family of products.
- By persuading the producers of their basic materials—metals, chemicals, plastics and whatever—to put their promotional weight behind the products.
- By sharing advertising costs through "ham-and-egg" advertising with manufacturers of related or complementary products.
- By turning joint efforts with retailers and distributors from sop advertising (or bribery) into planned, pursued and checked co-op advertising for mutual benefit.

Particularly in packaged products, manufacturers must meet private- or store-label brands. Among the larger

grocery, drug, department store and other chains, private labels are progressing faster than those of national-brand promoters. Advertisers with less-distinctive products and more modest budgets find themselves, increasingly, at the chains' mercy.

In this decade, what can they do about it?

1. Larger advertisers still will be able to create consumer demand and thereby "force" distribution.

2. Larger manufacturers may expand, or start, their own retail store chains. If such strong retailers as A&P, Sears, and Woolworth can legally control their "sources," manufacturers should fight vigorously for the right to sell their own (and others') products in their own stores. Thus they could double their advertising impact.

Four decades ago the Department of Justice stopped the big meat packers from going into retailing. But in recent years, in product lines from shoes and clothing to tires, some manufacturers have steadily strengthened their own distribution.

3. More manufacturers of low-price (and even higher-price), widely wanted packaged products will turn "optimum availability," through vending machines and otherwise, into a vital "advertising medium." Today, there are almost two million places in the U.S. where one can get a Coke and, except perhaps in the Great American Desert, none of us has to "walk a mile for a Camel."

Top managers will see that their advertising is both competitive and market-creative.

Minnesota Mining & Manufacturing Co. directs its $14-million-a-year research-and-development program toward "uninhabited markets." Another prolific company, Bell & Howell, seeks to "create whole new markets that don't exist today."

In this connection it is noteworthy that, among the twoscore corporate heads who have appeared thus far in SM's "Dynamarketer" series, virtually all—whatever their "backgrounds" —are actively at work to harness advertising to their aspirations.

Many of them are actually creating markets: AMF's Morehead Patterson, for example, for "automated bowling"; Heublein's John G. Martin, for vodka; Chun King's Jeno Paulucci, for canned oriental foods; American Motors' George Romney, for the "compact concept" in American-made cars, and Volkswagen's Carl H. Hahn, for something similar, but smaller, in foreign-made cars; and Armour's Billy Prince, for a new type of dried, non-refrigerated foods which, when cooked, return to their "original" shape, color and taste.

Though, in the "Dynamarketer" series, SM is concerned primarily with the creative and courageous, entrepreneur type of corporate leader, it is worth noting that, individually, the advertising budgets of this group range from less than $200,000 to more than $60 million. Together, the whole group bets about $400 million annually on their faith in their wares and ability to win buyers.

Among heads of large growth companies who have a special empathy for advertising are such men as McElroy of Procter & Gamble, Mortimer of General Foods and Murphy of Campbell Soup. Such men work to develop the advertising function. They give their own marketing and advertising people, and their advertising agencies, a full and continuing chance to contribute to it.

(Benton & Bowles and Young & Rubicam have served GF for three decades. Compton Advertising and its predecessor, the Blackman Co., have been with P&G even longer.)

Consider—by contrast—the prevailing advertising attitude of the men who run the oil companies. They are fortunate in the fact that, once tapped, their product flows. They are further fortunate in the fact that for six decades, with the mushrooming growth of such industries as automobiles and aviation and the mechanization of farms, their problem has been less one of prospects than of getting enough flow of their largely standardized product.

Separately or together, they have done little to strengthen or develop their customers industries. And their efforts to establish distinct brand identities have been confined to dinosaurs (doubtless of the gas-guzzling

(Continued on page 121)

Newspaper Ads Pull Stronger Than Ever

In 1960 the 20 largest newspaper advertisers invested $197.2 million in newspaper space. This was nearly three times the combined newspaper investment of $73.5 million by these same 20 in 1948—when television first began to become a national medium.

In both years, the same 13 companies were on the newspapers' Top 20 list. One major defector was Procter & Gamble. But though the two other members of "Soap's Big 3," Colgate and Lever, also reduced newspaper investments, they remained in the Top 20.

The six others in the 20 of 1948 which did not make it in 1960 were: Kaiser-Frazer cars, Philco, Quaker Oats, Sterling Drug, Swift and Westinghouse. The seven "replacements" in 1960 were: American Motors, Brown & Williamson Tobacco, Campbell Soup, Corn Products, General Mills, P. Lorillard tobacco and National Dairy.

Excluding the soap companies, every one of the 1960 leaders at least doubled its newspaper investment in the 12-year period. The two "doublers" were National Distillers and Schenley.

Multiplying newspaper investments 2½ times were: General Electric and American Tobacco, Philip Morris and R. J. Reynolds.

Three times: Ford, General Motors, National Dairy and Seagram.

Four times: General Foods and General Mills.

Four and one-half times: American Motors (after combining separate newspaper investments of its constituent Hudson Motor and Nash-Kelvinator in 1948).

Five times: P. Lorillard.

Eight times: Chrysler.

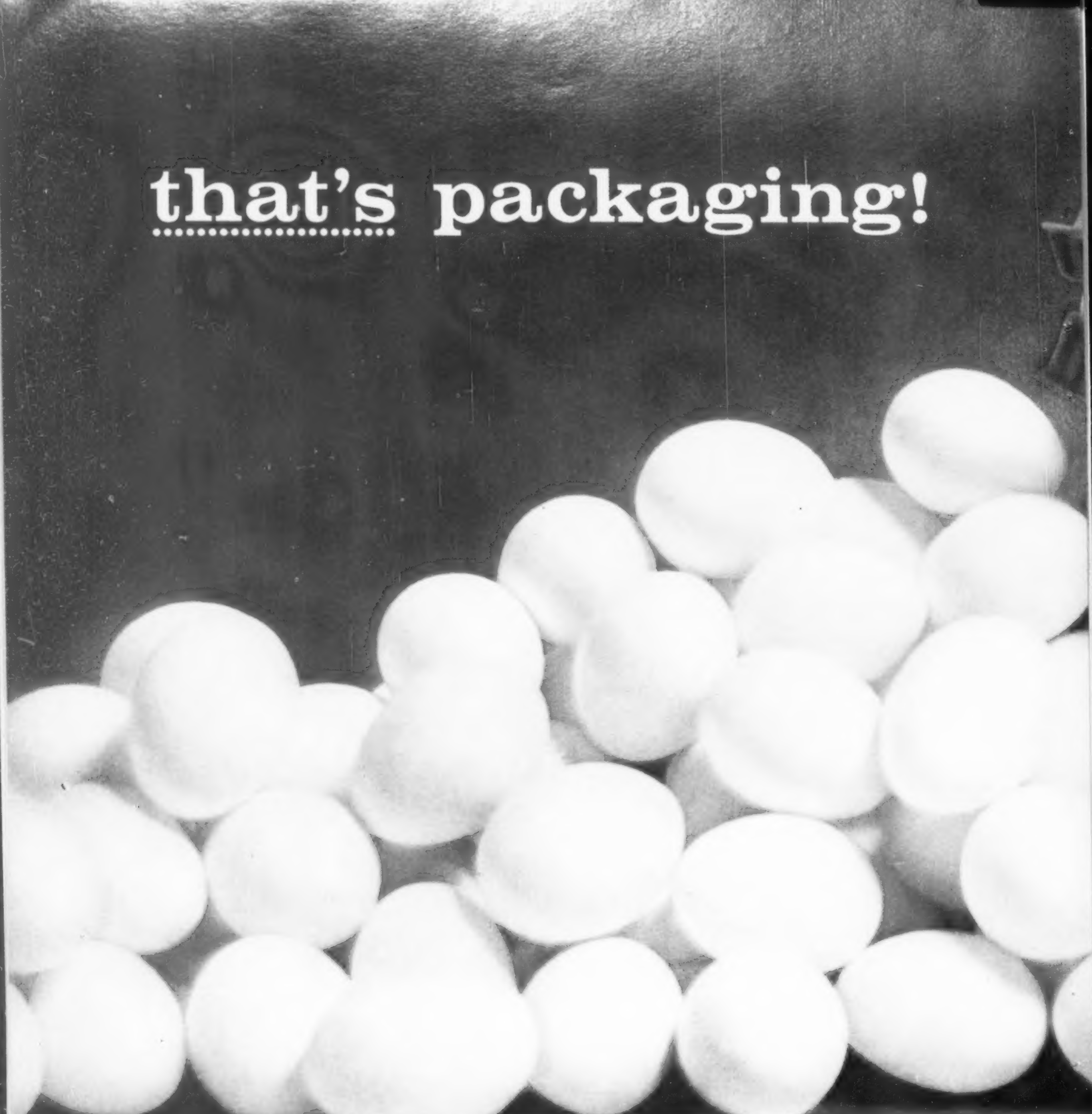
Ten times: Brown & Williamson.

Fifteen times: Corn Products.

Twenty-three times: Campbell Soup.

"I have always found first impressions most revealing. One receives from your Idlewiid the impression of vitality, of change and exuberance and the willingness to dare. Perhaps that is your charm. No matter what you experience, you seem a forever young and innocent land."

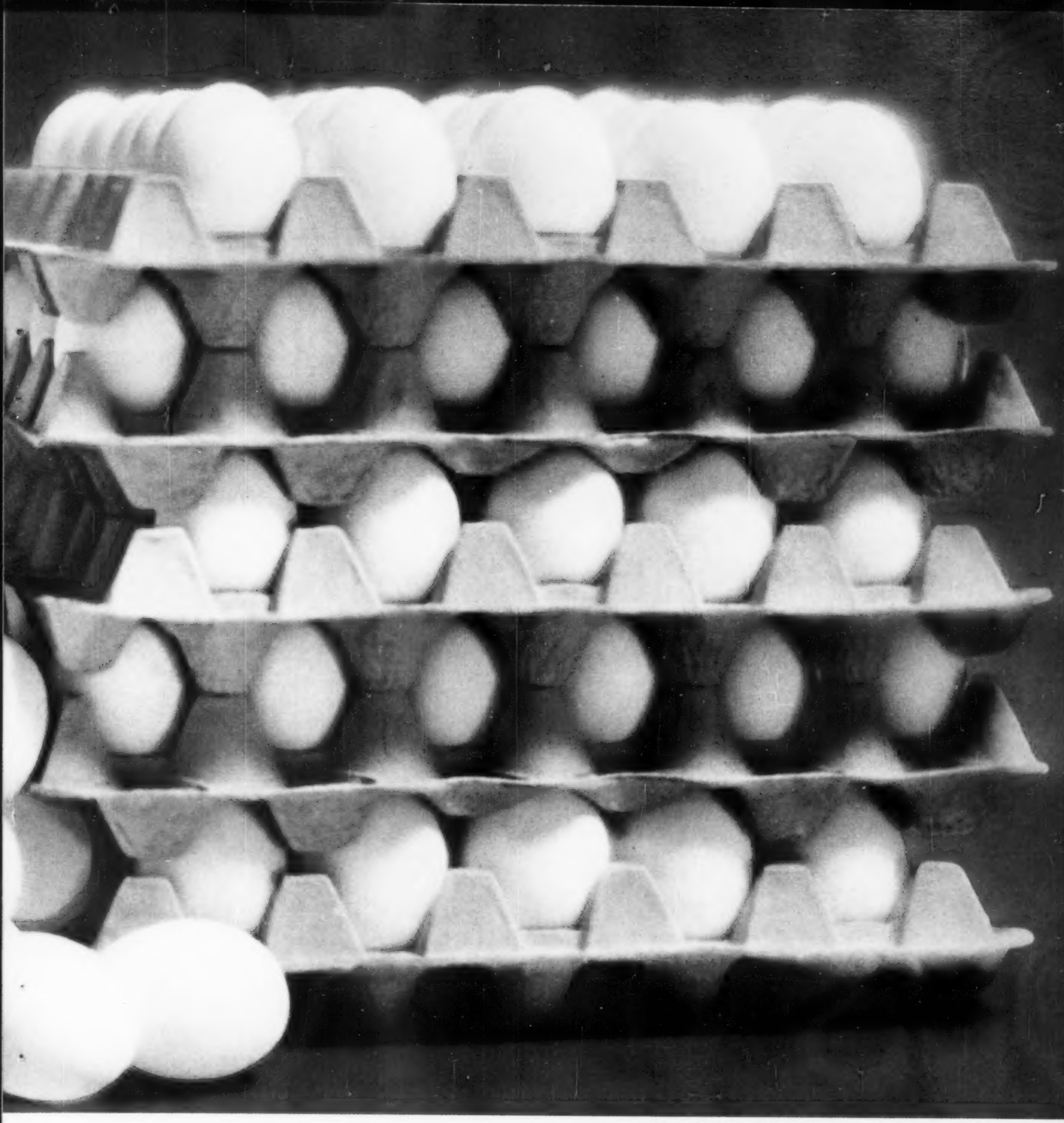
New York is welcome to the New World...hurrah for the new idea. More than 15,000,000 travelers will use its airports, docks and terminals this year. More than in any other city in the world. A market of constant change and growth, with this one constant for advertisers: The New York Times. It sells New Yorkers with the most advertising... serves them with the most news. New York is The New York Times.



8 billion eggs a year—in bulk cases or retail cartons—go to market in packaging produced by Packaging Corporation of America, a new name in American business with half a century of packaging know-how. A nationwide sales organization—52 strategically located plants.

Packaging Corporation—a completely integrated nationwide organization with 9 mills, 18 paperboard machines, 43 converting plants producing—

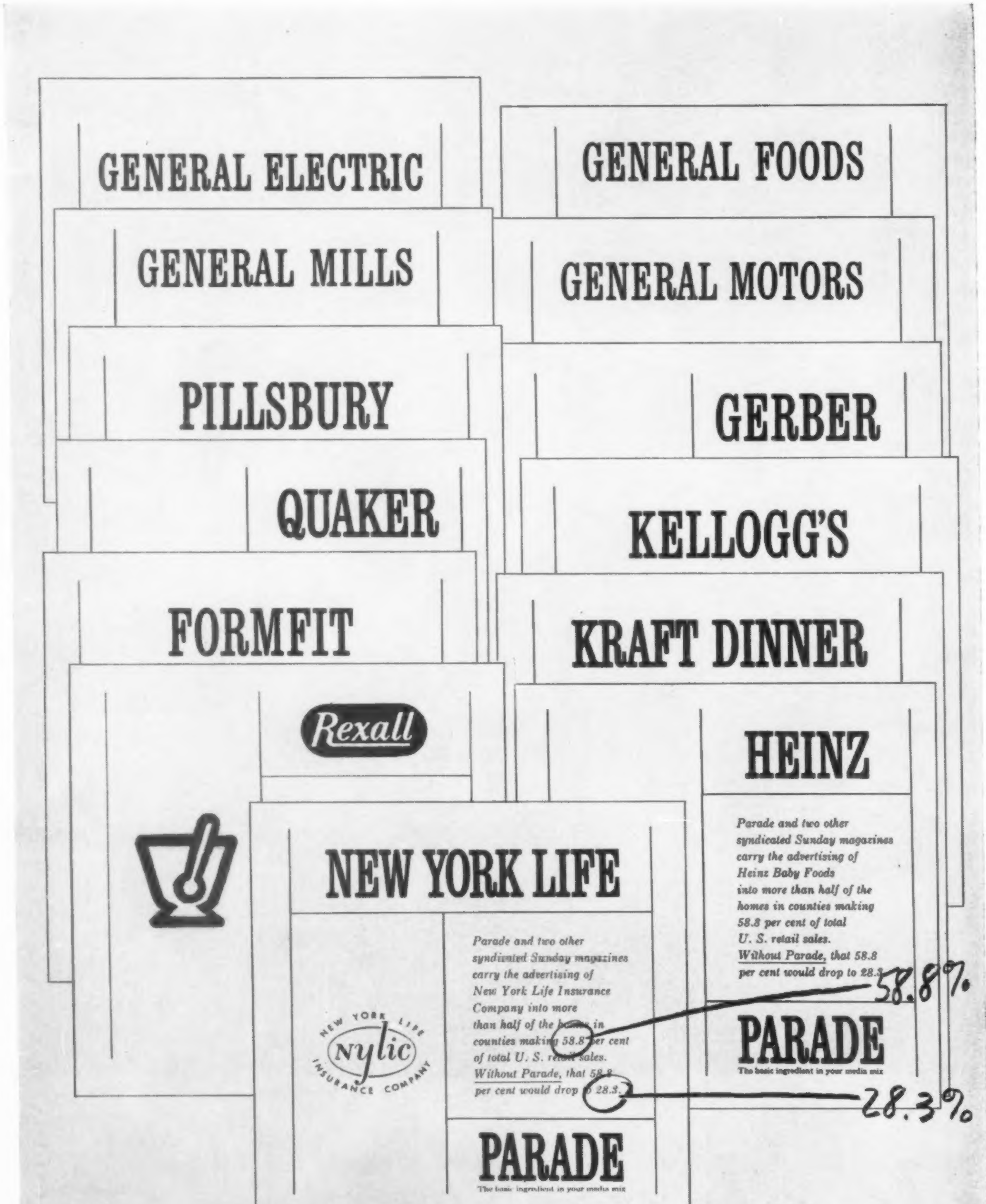
CARTONS • CONTAINERS • DISPLAYS • EGG PACKAGING PRODUCTS • MOLDED PULP PRODUCTS • PAPERBOARD • PLASTICS



Shown: Mapes molded pulp Filler-Flats for bulk egg packaging

Packaging

Corporation of America



THESE AND OTHER BLUE RIBBON ADVERTISERS USE PARADE TO GET MAJOR MARKET COVERAGE, IN DEPTH —REACHING MORE READERS FOR LESS MONEY

(Continued from page 116)
species) and such gibberish as "TSP" and "X-100."

In proportion to their needs and opportunities, the quantity of the oil companies' advertising has been even lower.

Then, suddenly, in the last couple of years, the flow of new business stopped rising.

How did the oil companies meet this emergency?

Most of them blamed their advertising agencies for it, and most of them reduced advertising.

These facts are emphasized here, not to damn the oil industry, but to point out that, with all the new forms of energy and materials, of processes and products now being brought into use, buck-passing and blind "savings" can lead to certain suicide.

Though the roster of American industry's 40 "sales billionaires" bears the names of nine oil companies, only five of these nine appear on the list of "100 largest national advertisers."

About two-thirds of all the top 100 advertisers continue to be promoters of packaged goods: foods and beverages, drugs and toiletries, cigarettes and chewing gum, and household products.

But other businesses also are being built bigger by advertising.

►The leaders' list has long included motor car, electric, chemical, rubber and metals companies. And it is ever changing. Between 1958 and 1960, for example, there were 15 replacements in it. Most of the newcomers promote packaged products: In drugs and toiletries, they are Alberto-Culver, Block Drug, Plough, Inc., and J. B. Williams; in foods, California Packing, Continental Baking and Hunt; in tobacco, Bayuk Cigars.

But of the seven other new "leading advertisers," three do the great bulk of their volume in basic materials: Dow Chemical, Kaiser Industries and Reynolds Metals. A fourth, Minnesota Mining & Manufacturing, also leans heavily on the "industrial" side. The other three newcomers are CBS, Sears, Roebuck and Studebaker-Packard.

These 15 replaced ten packaged-goods advertisers, two oil companies, two airlines and a clothing manufacturer-retailer.

Of the 24 advertisers who raised their ranking on the list four points or more in the two-year period, 11 were "non-packaged products" companies.

In this decade advertising dollars still will carry weight. But even more vital will be the ability to meet competitors' dollars with compelling ideas.

Though some advertisers will want their "advertising" agencies to be jacks-of-all-trades in promotion, merchandising and marketing, the larger agencies of today which in the last decade have most multiplied their own billings (and presumably their clients' business) fall into three groups:

1. The fresh-approach creators—emphasizing a single sharp theme, and able to make words and pictures interesting and even alluring—such as Leo Burnett Co., Doyle Dane Bernbach, and Ogilvy, Benson & Mather.

2. The solid sluggers, such as Ted Bates & Co.

3. The merchandisers or handy helpers, such as Grey Advertising Agency or Ketchum, MacLeod &

Except for Bates, none of this group happens to be noted primarily for its efforts in TV or radio: They put their persuasion in print.

Since its birth a decade ago, the Ogilvy agency has multiplied billings four times. The five others mentioned above, and seven more among today's larger agencies, have multiplied, in a dozen years, at least fivefold. These seven are D. P. Brother & Co., Campbell-Ewald; Campbell-Mithun; Lennen & Newell; MacManus, John & Adams; Sullivan, Stauffer, Colwell & Bayles, and Tatham-Laird.

A lot could be said about what is right or wrong with this approach or that. But effective advertising tomorrow will still depend on such age-old attributes as simplicity and clarity, freshness and humanness, homeyness and reality and discovery and exoticism. It will depend on ability to stir readers and lookers and listeners to want and to act.

►Those who talk of "tired blood" in advertising may have forgotten what one shop (Ogilvy) could do to dramatize Hathaway shirts with an eye-patch man, and Puerto Rico with the introduction of Pablo Casals; of how Doyle Dane Bernbach, for Volkswagen, is getting millions to "think small"; of how Burnett demonstrates that a man's a man, even though he smokes Marlboros.

Advertisers may search farther for creative minds. Consider some clients of two San Francisco-based agencies: Guild, Bascom & Bonfigli serves Ralston cereals, in St. Louis, and Remington Rand Systems, in New York. Weiner & Gossage works with American Petrofina in Dallas and those "burnished" Irish whiskeys of Dublin.

Every medium must prove anew its place in advertising planning. Alert advertisers will want to take advantage of technical and other developments. But they will be concerned more with the basic than the merely bizarre.

►Despite recent reverses, newspapers continue to get about 40% of the $11 billion placed annually by all advertisers. In this decade, newspapers' flexibility and selectivity may count more than ever. Another factor for them is run-of-paper color advertising, which is now expanding several times as fast as the medium as a whole.

Telecasters show that most of today's 100 largest national advertisers spend the bulk of their budgets in TV. But 97 of the 100 use newspapers. And from the 300 other national advertisers with all-media budgets of more than $1 million, newspapers get a rising share.

While magazine circulations have risen to record levels, tomorrow's advertisers may make at least as much from this medium's selectivity as from its mass. Even big-circulation books appeal to specific groups in the national audience—by sex, age, and special interests. And, increasingly, regional editions permit advertisers to fit magazines to their own distribution and opportunities. TV Guide, for instance offers more than 60 regional and "local" editions. Reader's Digest adds separate offerings in specific local markets, such as its New York and Los Angeles metropolitan areas.

In the first half of 1961 advertising pages in magazines declined 11% and magazine advertising revenue was off 4%. But the confidence of advertisers is still emphasized by the fact that the three claiming largest-of-all circulations—McCall's, Reader's Digest and TV Guide—gained in both advertising pages and revenue, and another, Look, moved ahead in advertising revenue. In these four magazines, in this half-year period, advertisers increased their combined investment $11 million from the level

THE COMPLETE COVERAGE MEDIUM OF THE MARKET

Third largest market in IOWA-ILLINOIS

(ROCK ISLAND, MOLINE, EAST MOLINE ILLINOIS, • DAVENPORT, IOWA)

272,400 PEOPLE

Buying power has moved up BIG in the Quad-Cities - third largest market in Iowa-Illinois. Quad-City hometown newspapers give you 100% of the 84,500 modern households . . . 272,400 people. Make the BIG buy the economical way - with Quad-City Newspapers. Total daily circulation in excess of 109,000.

QUAD-CITY NEWSPAPERS

DAVENPORT EVENING TIMES
DAVENPORT MORNING DEMOCRAT
Represented by JANN & KELLEY, Inc.

MOLINE DISPATCH
ROCK ISLAND ARGUS
Represented by ALLEN-KLAPP Co.

the comparable period of last year.

Among other magazines that added advertising *pages* were Argosy, Cosmopolitan, Mademoiselle, Modern Bride, Playboy, Redbook, and The Reporter. Some with larger *revenue* were The Atlantic, Ebony, Glamour-Charm, Harper's Bazaar, Harper's Magazine, Presbyterian Life, Saturday Review, Seventeen, Sports Illustrated, Together, Town and Country, and True.

Magazines have long made the most of color, and newspapers are making more of it. Soon television, too, will give advertisers wider opportunities to dramatize their products and trademarks in color.

Though at least 60% of all the nation's 550 TV stations have long been ready to broadcast color, only about 700,000 of the 48 million TV homes now have color receivers. For six years RCA has pioneered color TV virtually alone.

Now other set makers—among them General Electric, Motorola, Philco, Sylvania and Zenith—are getting into it.

RCA tells advertisers that a study of "Perry Como's Kraft Music Hall," "The Dinah Shore (Chevy) Show" and "Hallmark Hall of Fame" reveals that "color TV commercials were 69% more effective than black-and-white."

Before long, American advertisers may "bounce" their TV programs and commercials off man-made satellites to, say, India and Indonesia. But the full fruits of this miracle must wait until the people in these countries can buy both the TV receivers and the products promoted on them.

In more highly developed countries, however, our advertisers are capitalizing on alliances between U.S. and local telecasters. ABC, for instance, recently "bought into" two major Japanese stations. (With 9 million TV homes, Japan now ranks third in total available audience—after the U.S. and the United Kingdom.)

Meanwhile, for lower-budget, regional and "seasonal" advertisers, daytime network and spot TV offer increasing opportunities.

Radio today has become "every advertiser's medium." It attracts not only big advertisers of foods, drugs, tobacco, motor cars and other products, but the regional "candlestick-maker" and the local "butcher and baker." Radio Advertising Bureau claims that this personal, penetrating, ubiquitous medium annually makes "a larger net gain in circulation than newspapers and magazines," and "now receives nearly twice as much time daily from U.S. adults than do newspapers and magazines combined."

The radio broadcasters also would disprove the old Chinese proverb: "One picture is worth 10,000 words."

The multiplication of AM radio stations since World War II, and the recent revival of FM broadcasting, suggests that many advertisers agree.

Tomorrow, even more Americans will be on the move, and radio will be reaching them. So will outdoor posters and bulletins and other forms of transportation advertising. When they get to supermarkets (carrying 7,500 or more products) the individual advertiser's premium and point-of-purchase promotions must be stronger than ever.

Other media, from farm publications to films—and still others just getting going—will help tomorrow's advertisers to get their story told, and sold, to their parts of the growing, changing, constantly-more-complex consumer market. ◆ LMH

Metropolitan Area
Population, Income
Sales Data

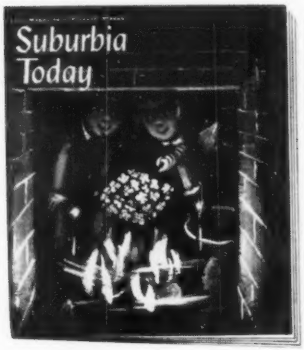
Projected to 1963

●

U.S. Metro Areas
pages 130-243

●

Canadian Metro Areas
pages 247-257



THE QUIET REVOLUTION

No battles . . . no gun fire . . . just the growl of a bulldozer clearing land for another group of suburban homes . . . the rumble of a cement mixer pouring the foundation for another giant shopping center . . . the march of moving vans taking America's money-making, know-what-they-want young families away from the cities.

Look around you wherever you live or work.

The crowded cities are becoming the territory of the old and rich and the very poor, a fortress of factories and offices. The growing families, the *buying* families have moved to the suburbs to raise their children.

What does this mean to your sales strategy?

It means that the past decade's selling rules for major urban markets may be obsolete if they omit *special emphasis* on the rich suburban segments and *special support* for your suburban dealers. More and more, successful retailers have followed their best customers from the cities to the suburban shopping centers with branch stores which in very many cases now account for a major portion of total sales in the market.

The success of SUBURBIA TODAY in the last three years has been a real barometer of this change. A brightly edited, colorful magazine designed to appeal to the above-average taste, SUBURBIA TODAY is distributed with 230 local newspapers in upper-income suburbs only. It offers the national advertiser an opportunity to strengthen his schedule by reaching over a million and a half suburban families often skipped by the urban concentration of mass media and metropolitan newspapers.

Are you winning customers and building sales in The Quiet Revolution?

Check with your agency. They'll agree that some accurate shots in the pages of SUBURBIA TODAY would be well aimed at both your most promising, growing market and your local retailers.

Incidentally, if you don't receive SUBURBIA TODAY in your local paper, drop us a line and we will be delighted to put you on our complimentary list. It's the sort of magazine you and your family would enjoy.

Leon S. Davidson
Publisher

Patrick E. O'Rourke
Advertising Director
153 N. Michigan Avenue
Chicago 1, Illinois

Suburbia Today T.M.
THE MAGAZINE OF PLEASANT PLACES
153 North Michigan Avenue, Chicago 1, Illinois

Ford King
Advertising Manager
575 Lexington Avenue
New York 22, New York

DETROIT • • • • • • • • • CLEVELAND • • • • • • • • • LOS ANGELES • • • • • • • • • SAN FRANCISCO

Marketing on the Move

TOMORROW'S

What will tomorrow's woman be like...what will she want in products and services...will she be harder or easier to sell? You're in for some surprises.

By CAROL ADAMS
National Family Opinion, Inc.

For 15 years I have been figuratively sitting at the keyhole of U. S. homes observing how homemakers and their families react to marketers' efforts to woo them, to sound them out on new ideas, new products and services.

If I've learned anything it is that one doesn't dare make loud noises about what tomorrow's woman will want based only on casual observation or so-called experienced guessing. That is inviting disaster.

I learned this early in the game – or perhaps I should say one of our clients and I learned it.

Back in the early '40's it was observed that strained baby food was being consumed out of proportion to the infant population. Our client-to-be deduced that a budding adult market for puréed vegetables must surely exist, and laid plans to jump in as soon as wartime restrictions eased.

A good deal of money had already been spent by the time he came to us to conduct a preference test between two proposed purée formulas.

"Which do you prefer?", I innocently asked a cross-section of NFO homemaker testers.

"Good heavens, neither!" a heavy majority replied. "My family wouldn't touch it."

"But the baby food you served during the war . . ."

"Oh-uh-that," was the sheepish reply. "Well, it took fewer ration points than other canned vegetables."

You will forgive me then if my prognostications are made in a hushed voice . . . almost a whisper. I'll try to back them up with evidence. But just for my peace of mind let's say they are based largely on experienced hypotheses. That sounds better than "guesses."

Some of these hypotheses may contradict each other. But show me a female personality that isn't contradictory!

Here we go:

Hypothesis No. 1

Tomorrow's woman will be an eager shopper. She will be smarter, more cosmopolitan, more sophisticated, more on the lookout for new things. In some ways she should be a joy to sell to.

WOMAN

It's hardly a secret any more that the American family is better read, better traveled, better financed, better educated, and better gifted with discretionary taste than ever before. We've surveyed as high as 1 out of every 3 subscribing to at least two national home service and two general editorial magazines; 1 in every 4 having wall-to-wall living room carpeting; and nearly 1 in every 4 owning capital stock.

I arrive at a portion of Hypothesis No. 1 on the basis of a broad sociological trend. Our family population is growing, and the new growth is represented mostly by young newlyweds.

Here is a fertile marketing group indeed, despite relatively low buying power. But give them time. These are the shoppers who don't remember what it was like when grandmother ran a home. They only remember the great explosion of postwar conveniences their mothers enjoyed . . . and they like what they've seen.

It is predominantly the young homemaker who accounts for the fact that 89% of those who baked cakes in the past three months used a prepared mix; that at a recent typical family main meal 4 in every 10 were found to be serving at least one frozen food. It is she who lingers longest in the market place; who doesn't bother too much about comparing advertised prices before setting out to buy; who has the least moral compunction about wide-open, 7-days-a-week retailing.

Tomorrow's homemaker shopper will readily accept innovations that help free her from housework. (What a joy it was for Du Pont to learn recently from 20,000 NFO families that only half the 69% of them who like the idea of heat-in-pouch frozen foods had actually tried them. They were pre-sold strictly on the anticipation of convenience.)

Variety, variety, variety. More package sizes, more price ranges, more different things. That's what homemakers say they want. They want it because they are conditioned to it, and because it makes it easier to stay within the family budget.

Giant supermarkets or shopping centers don't frighten the average woman shopper. They might annoy her at times, but if the imported tulip bulbs, underwear and hardware items end up in the

Confidante to 85,000 Women

Carol Adams is managing director of National Family Opinion, Inc., Toledo-based mail panel consumer research firm. As intermediary between more than 250 nationally known clients and the largest statistically balanced quota sample of the family market, she is confidante to 85,000 American homemakers with whom she exchanges an estimated 160,000 questions and answers each week. As Mrs. Howard A. Trumbull, wife of the firm's founder and president, she is a homemaker in her own right.

same aisle with hamburger buns, so what? One-stop shopping with lots of variety, that's for them, they say. Particularly the young ones.

Hypothesis No. 2

Tomorrow's woman will demand products and services that are practical, timesaving, convenient. She will be more economy-conscious, more intolerant of exaggerated advertising claims.

What a broad hypothesis, this! But what a limitless subject is that of consumer products and services. Ask me a question about automobiles or ceiling repairs or canned soup per se, and I think I could substantiate my answer with surveyed facts. Even to attempt it with broad categories of consumer items would take a book.

Permit me to indulge myself in this hypothesis almost solely on the basis of the hundreds of individual homemaker comments I see monthly in my close contact with 85,000 families.

A few random examples: With regard to softgoods, the ladies wish manufacturers would make contour sheets longer; men's shirts wider at the bottom to accommodate "middle-age spread"; thread in children's clothing heavier; and fewer plastic buttons that stick to hot irons.

In durable goods, they want to know why they can't have 12-foot electric appliance cords, instead of only 6-foot; sewing machines with work surfaces that won't mar if they happen to drop their scissors or an attachment; sturdier, better-made furniture that will "grow up with the children."

About toiletries, shoppers ask for plastic packaging for almost every liquid generally kept in the bathroom medicine cabinets; mild-flavored toothpaste for children; better hair tints; face cream and other cosmetics in purse-size metal tubes.

Food and food packaging, of course, are always popular subjects with the kitchen-oriented homemaker. And here let me cite some survey data.

► In answer to the question, "What new food or type of product would help most in your meal planning?" several thousand NFO families volunteered these down-to-earth suggestions: complete packaged meals that only require heating; complete meals for hot weather that do not require heating; ready-made pie crusts; a wider variety of dehydrated foods; new and better quick desserts; frozen casserole dishes; more variety in canned meats; more variety in frozen foods.

Advertising claims that don't parallel her personal experience with the product draw an indignant "hmph!" from today's homemaker. And that means that every marketer is going to find it harder to convince tomorrow's shopper.

Among frequently mentioned offenders are hair preparations, sun tan lotion, laundry detergents and household cleansers.

► We recently played an interesting little word-association game with a few of our representative panel members—not enough to be considered a statistically correct survey, but just a feeler.

Let's assume, we said, that you are going to buy the following list of products next year, but that you have to watch your pennies. Based on what you know from personal experience or what you have heard or read, what is the first quality that comes to mind that you would absolutely insist on before buying each product:

Carpeting: "A fiber that will not fuzz or ball up."

Automatic dishwasher: "Absolute cleaning power . . . water saving . . . same size as cabinets."

Hair shampoo: "Good lather . . .plastic container . . . one that doesn't leave hair stiff."

Family car: "Gas economy . . . small size . . . padded dash."

TV set: "Light weight . . . long tube guarantee."

Household cleanser: "Non-rust bottom."

Vacuum cleaner: "Throw-away bags and lots of attachments."

Bed Sheets: "Durability and non-fade colors."

Upholstered furniture: "Guarantee on the upholstery, not just the underneath construction."

Refrigerator: "Frost-free . . . zero-cold freezer compartment . . . space for tall pitchers."

Stove: "Large, windowed oven."

Toilet soap: "A bar that doesn't soften in use . . . a bar not shaped like a slippery pillow."

Children's clothes: "Sizes by height and weight instead of age."

New house: "Closets in every room."

No, there is nothing radically new suggested here. But then, the average homemaker isn't an inventor. By nature she is an improver. The point is that here is an indication of what she wants in a representative list of products. If she can't find it in one brand, she'll likely switch to another to get it.

PHOTO BY CORRY

Concentrated COVERAGE where it counts...

Whether you want to protect the sales leadership of your product or greatly increase sales in the 3 top markets of New York, Chicago and Philadelphia, you need the unequalled selling impact of FIRST 3 MARKETS GROUP concentrated COVERAGE where it counts most.

In these most profitable markets, which account for 19% of total U. S. Effective Buying Income, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. Within the decisive markets of New York, Chicago and Philadelphia — where the struggle for national brand dominance can be won or lost — *there is no substitute* for FIRST 3 MARKETS' solid 54% COVERAGE of all families.

In addition, FIRST 3's "Sunday Punch" circulation of about 5½ million reaches over half the families in 1,137 cities and towns, which produce one fourth of total U.S. Retail Sales.

Concentrate COVERAGE where it counts . . . with FIRST 3 MARKETS GROUP.

THE GROUP WITH THE SUNDAY PUNCH

FIRST 3 MARKETS GROUP

ROTOGRAVURE • COLORGRAVURE

New York Sunday News Coloroto Magazine
Chicago Sunday Tribune Magazine
Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 220 East 42nd Street, MUrray Hill 7-4894 • CHICAGO 11, Ill., Tribune Tower, SUperior 7-0043 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, GArfield 1-7946 • LOS ANGELES 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-3557

Hypothesis No. 3

Tomorrow"s woman shopper is definitely going to be harder to sell. She is not going to settle for something new for newness' sake. New products are going to be suspect for a period. Hints of forced obsolescence have registered with her.

This hypothesis will probably not be challenged by many. I am sure that to some degree it is true every year that civilization advances. As one of our panel members said when asked if she thought she would be a more cautious shopper in the future: "Of course! I learn as I buy."

Nevertheless a recent survey, which may be a tip-off to marketers, throws an interesting light on this subject.

We asked 10,000 U. S. homemakers why they try a product for the first time. This is a broad question, I admit, and one that requires some interpolation. There is, after all, a sizable acceptance rate differential between a 50¢ item and a $500 one. But I've observed that the answers given are generally applicable.

Findings showed that it isn't price or a special offer, curiosity, or the manufacturer's reputation that lures the average woman shopper to try a new product. By a wide percentage it's a trusted friend's recommendation that does it.

If I were a marketer I would infer from this that the shopper is being forced to make too many buying decisions on the basis of price and stated advantages. With so many competitive products available, why should she be the guinea pig? Let someone else try it first.

I would also infer that in this day of status symbols, women worry about whether their tastes are fashionable. To make sure, they reason, why not ask that most recently identified psychological phenomenon, the neightborhood "opinion leader?"

There, now. I've said it.

This, I believe, is what tomorrow's woman will be like. I'll stand by it even at the risk of getting dragged through my keyhole sideways. But I'll also remind sales executives to keep one finger on her pulse at all times. Changing one's mind at the last minute will always be a female prerogative. ◆

GROW
where the growing is
FAST

The Cal-Ore TV TRio		Sales Activity Index
Eureka, California KIEM-TV	ch. 3	241
Klamath Falls, Oregon KOTI-TV	ch. 2	282
Medford, Oregon KBES-TV	ch. 5	226

All three markets are yours with

1 clearance
1 order
1 billing

Ask Adam Young or Art Moore

"Your Price Is Too HIGH!"

Your salesmen will find 16 ways to answer this objection—and turn it into a sale—in "Your Price Is RIGHT", a Sales Management Sales Builder of the Month booklet.

27,000 salesmen are already receiving these attractive, helpful monthly booklets—a unique, inspiration-packed sales development course for as low as 23¢ per man per month. Interested? Write for complete information.

Books and Services Divisions
SALES MANAGEMENT
630 Third Avenue New York 17, N.Y.

© The Condé Nast Publications Inc.

the all-woman woman...

Your kind of woman...your kind of young customer. She's that new breed of woman with more money than time. Out of her "impossible" teens (and glad of it!), she's in her anything-is-possible twenties. All woman and all energy–she's living life in double time, packing two lives into one. And she's frank to tell you she's a success in business only because she's fulfilled at home. She's the kind who runs her home as efficiently as she does her job. She's the girl who'll tell you what was good enough for mother is not good enough, quick enough, for her. Mother shelled peas to pinch pennies, she buys Birds Eye to stretch minutes. Why be a dishwasher, she says, when you can afford to buy one. Why stand over an ironing board, she reasons, when you can buy a wardrobe with built-in maid service. Time-saving gidgets and gadgets were invented for her. She's the reason quick-fix products, quick-cook foods, drip-dry draperies, instant anything-and-everything are zooming in the marketplace and The Market. She's the woman businessmen have in mind when they speak of the dynamic twenties market. She's the young woman who sees herself in... you sell in

GLAMOUR

guarantees 1,000,000 young women

THE MAGAZINE FOR THE SOARING TWENTIES

Marketing on the Move

Market Data

PROJECTIONS

for the Year Ahead

Population, income and sales estimates to January 1963 for all U.S. metropolitan areas

Ours continues to be a most dynamic economy, with highly differentiated economic responses on the part of the various regions and areas to the impact of recession and recovery. For this reason we have made our November 10 issue each year a repository of projections into the future for regions, states and metropolitan areas. As in the past, the principal uses of such projections are:

- Realignment of territories.
- Closer relating of advertising expenditures to sales potentials.
- Planning for the expansion of the sales force.
- Determining potentials for the company's distributors.
- Determining where to test new products.
- Selecting location of new factories.
- Selecting location of new sales branch offices.

We recognize 300 metro areas as accounting for the bulk of the nation's business: specifically, nearly 70% of the nation's population, 78% of its income, and three-quarters of its retail sales. For some projects, with a highly urban appeal, it may suffice to center all marketing efforts solely on the 300 metro areas. For others, however, the missing one-quarter of a nation, while more difficult to reach, cannot be ignored. Here Sales Management's Annual Survey of Buying Power, which focuses on all counties and cities in the U.S., is the required marketing tool.

Of the 300 metro areas, 203 "standard" areas are defined along lines laid down by the Federal Government. The remaining 97 represent those "potential" metro areas, with central cities having a population roughly in the neighborhood of 35,000, out of whose ranks will be drawn the new standard areas of the future. Every new standard area defined by the Government since the census of 1950 has been listed by Sales Management as a potential area, in most cases eight years prior to the Government decision.

The Federal Committee on Metro Areas (a division of the Budget Bureau) must make its decisions mainly on the basis of decennial census figures. The committee is still digesting and analyzing the results of the 1960 Census, and is expected to issue a few more revised definitions in the coming year, although most of the changes were made last year. But thereafter there will again be a period of seven or eight years in which no new standard areas will be delineated until the Census of 1970. Our definitions of "potential" areas thereby take on added significance in the light of the self-imposed inflexibility of the "standard definitions."

In the light of the growing significance that has come to be attached to Sales Management's potential areas, we have imposed the following limitations on the latter:

a. We shall only recognize a total of 300 standard and potential areas.
b. A potential area must have a central city population close to 35,000, and at least $75 million of retail sales in the defined market area.
c. The market area must be defined along county lines.

While the number of potential areas (97) remains the same in the tabulation below as in the 1961 Survey of Buying Power, we have introduced the following four new areas; Salina, Kan.; Anderson, S.C.; Kannapolis-Salisbury, N.C., and Anchorage, Alaska. In order to maintain the total number of areas at 300, we have been forced to eliminate, with some reluctance, the areas of Enid, Okla.; Cas-

42 Cities Spotlighted as Important Markets Inside Metro Areas

In the enumeration of metropolitan areas we list for the first time 42 important cities located within metropolitan boundaries but not mentioned in the area titles—a fact which frequently results in their marketing importance being overlooked particularly in media selection.

Each of these cities has a population in excess of 50,000, which would be enough to single it out for metropolitan area status if it could stand apart from its overshadowing central city. And each has a daily newspaper belonging to the Audit Bureau of Circulations. This is prima facie evidence that it is sufficiently independent to merit separate notice.

The government rule is that any city name is included in a metropolitan area title if the city has a population equal to 250,000 or one-third of the population of the central city. Thus, in the Los Angeles area, Long Beach with 350,000 population is included in the title but Pasadena with 117,000 population is not. We therefore feel that it is a useful service to include such cities in the summaries below.

Frequently subcities will lie quite a distance away from the central city and will have a well developed marketing structure independent of the central city. Pontiac, Mich., is a good case in point. The reader will find many other examples in these tables.

per, Wyo.; Manitowoc—Two Rivers, Wis.; and Greenville, Miss.

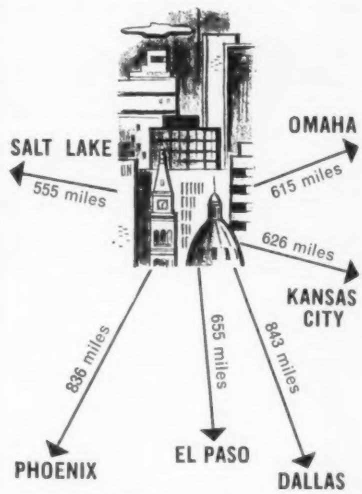
For the 300 areas we have projected population, income and retail sales to cover the coming year 1962. We must make our usual disclaimer that these projections are not forecasts, but rather mechanical extensions to January 1, 1963, of annual trends in force in each county over the past decade. For income and sales we show growth trend indexes for the period 1960-1962 which reflect these trends. We have assumed that in this period the U.S. population will continue to enjoy an annual growth of 1.7% per year, and that both income and retail sales in 1962 will be 8% higher than in 1960.

However, the projections here are designed to throw light on the *relative* growth of the various areas, rather than offer speculations on absolute growth trends. For that reason we draw particular attention to the metropolitan area ranking of population, income and sales at the end of 1962. These will probably stand regardless of what the over-all growth trend will be. Here we have a valid indication of how the marketing future will look.

We also add our usual analytic ratios: % of U.S.A. (including Alaska and Hawaii), per capita and per household ratios for income and sales, Buying Power Index and Quality of Market Index. In this respect the figures below can be regarded as a preview of data that will appear in the 1963 Survey of Buying Power.

This preview records many of the changes that will give pain to some, joy to others. For example, by the end of 1962, St. Louis and Washington will exchange population rankings, St. Louis yielding its position as 9th ranking area to Washington, D.C. Again, by the close of 1962, California will displace New York in many categories. In 1960, New York was ahead in population by more than 5%, but in 1962 this will shrink to less than 2%. New York in 1960 had 7% more income, but this advantage will practically disappear. In retail sales, New York topped California by a hair in 1960, but by 1962, California will go ahead by 6%. Income per capita and per household, retail sales per capita and per household, and the comprehensive Buying Power Index all swing to the California side, whereas in 1960 four of them were in New York's favor. Careful readers will find these and many other surprises embodied in the following tabulations.

what every sales executive should know about DENVER

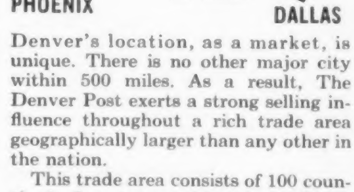


Denver's location, as a market, is unique. There is no other major city within 500 miles. As a result, The Denver Post exerts a strong selling influence throughout a rich trade area geographically larger than any other in the nation.

This trade area consists of 100 counties in five states and has a population of 2,277,725. Of this total, 80 percent (1,753,947) live in Colorado and almost a million (929,383) in metropolitan Denver.

The Denver Post, with a circulation of 265,980 daily and 348,937 Sunday, provides the following coverage of the various segments of its total market: Denver City Zone, 71% daily, 79% Sunday; Metropolitan Area, 66% daily and 76% Sunday; Retail Trading Zone, 64% daily and 75% Sunday; entire State of Colorado, 44% daily and 56% Sunday.

Seldom will you find a market as free from the influence of adjacent media, as prosperous, as rapidly growing and as recession-proof as the Denver market. And seldom will you find an advertising medium that covers its market as effectively as The Denver Post.



Summary of Data by States and Sections

SECTIONS AND STATES	POPULATION — SM Estimates as of 1/1/63			EFFECTIVE BUYING INCOME — SM Estimates, year ending 12/31/62					RETAIL SALES — SM Estimates, year ending 12/31/62				SALES—ADV. CONTROLS	
	Total (thous.)	% of U. S. A.	Households (thous.)	Net Dollars ($000)	% of U. S. A.	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U. S. A.	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
NEW ENGLAND														
Connecticut	2,683.9	1.4301	796.4	6,891,689	1.7817	2,568	8,654	108	3,657,785	1.5384	4,593	109	1.6384	115
Maine	993.7	.5295	287.2	1,725,772	.4462	1,737	6,009	104	1,173,508	.4936	4,086	105	.4771	90
Massachusetts	5,329.4	2.8398	1,586.5	12,151,935	3.1417	2,280	7,660	106	7,196,722	3.0268	4,536	106	3.0469	107
New Hampshire	627.9	.3346	186.2	1,205,344	.3116	1,920	6,473	106	833,663	.3506	4,477	107	.3279	98
Rhode Island	879.8	.4688	263.0	1,783,367	.4611	2,027	6,781	104	1,050,099	.4416	3,993	104	.4568	97
Vermont	397.3	.2117	112.9	677,589	.1752	1,705	6,002	104	494,714	.2080	4,382	104	.1923	91
	10,912.0	5.8145	3,232.2	24,435,696	6.3175	2,239	7,560		14,406,491	6.0590	4,457		6.1394	106
MIDDLE ATLANTIC														
New Jersey	6,373.1	3.3959	1,892.7	15,550,181	4.0203	2,440	8,216	109	8,703,655	3.6605	4,599	110	3.7875	112
New York	17,432.9	9.2891	5,419.4	43,693,141	11.2962	2,506	8,062	106	23,942,521	10.0697	4,418	106	10.5267	113
Pennsylvania	11,611.2	6.1870	3,431.9	24,075,384	6.2243	2,073	7,015	105	13,919,854	5.8544	4,056	105	6.1058	99
	35,417.2	18.8720	10,744.0	83,318,706	21.5408	2,352	4,334		46,566,030	19.5846	4,334		20.4200	108
EAST NORTH CENTRAL														
Illinois	10,511.3	5.6009	3,209.6	25,340,683	6.5514	2,411	7,895	107	14,768,682	6.2113	4,601	107	6.2592	112
Indiana	4,882.1	2.6014	1,451.5	9,847,011	2.5457	2,017	6,784	107	6,022,957	2.5332	4,149	107	2.5531	98
Michigan	8,320.4	4.4335	2,376.4	17,896,886	4.6269	2,151	7,531	108	10,712,195	4.5053	4,508	107	4.5517	103
Ohio	10,282.2	5.4789	3,018.3	22,218,251	5.7442	2,161	7,361	108	13,051,687	5.4892	4,324	107	5.6146	102
Wisconsin	4,114.2	2.1922	1,161.9	8,180,760	2.1150	1,988	7,041	106	5,129,640	2.1574	4,415	106	2.1432	98
	38,110.2	20.3069	11,217.7	83,483,591	21.5832	2,191	7,442		49,685,161	20.8964	4,429		21.1218	104
WEST NORTH CENTRAL														
Iowa	2,812.4	1.2986	857.2	5,272,832	1.3632	1,875	6,151	104	3,777,500	1.5887	4,407	104	1.4579	97
Kansas	2,258.2	1.2032	695.4	4,229,172	1.0934	1,873	6,082	108	2,772,874	1.1662	3,987	107	1.1372	95
Minnesota	3,551.0	1.8921	1,031.1	6,577,587	1.7006	1,852	6,379	106	4,506,890	1.8955	4,371	105	1.7974	95
Missouri	4,461.4	2.3773	1,401.7	9,186,117	2.3749	2,059	6,554	106	5,917,495	2.4887	4,222	106	2.3095	101
Nebraska	1,437.0	.7657	440.7	2,756,343	.7126	1,918	6,254	104	1,915,068	.8054	4,346	105	.7511	98
North Dakota	637.8	.3398	174.9	906,975	.2345	1,422	5,186	103	819,404	.3446	4,685	104	.2886	85
South Dakota	692.7	.3691	198.2	983,294	.2543	1,420	4,961	103	860,191	.3618	4,340	103	.3095	84
	15,850.5	8.4458	4,799.2	29,912,320	7.7335	1,887	6,234		20,569,422	8.6509	4,286		8.1512	96
SOUTH ATLANTIC														
Delaware	480.2	.2559	138.2	1,283,888	.3319	2,674	9,290	110	716,978	.3015	5,188	110	.3076	120
District of Columbia	757.6	.4037	249.9	2,083,463	.5387	2,750	8,337	100	1,454,130	.6116	5,819	102	.5336	132
Florida	54,11.6	2.8835	1,698.0	10,361,492	2.6788	1,915	6,102	117	8,154,605	3.4296	4,802	120	2.9450	102
Georgia	4,098.1	2.1837	1,113.2	6,362,199	1.6448	1,552	5,715	109	4,284,078	1.8018	3,848	109	1.7997	82
Maryland	3,313.6	1.7656	919.3	7,616,982	1.9692	2,299	8,286	112	4,031,355	1.6955	4,385	111	1.8464	105
North Carolina	4,723.5	2.5169	1,248.8	7,116,503	1.8398	1,507	5,699	108	4,749,190	1.9974	3,803	109	2.0225	80
South Carolina	2,465.9	1.3139	624.1	3,280,668	.8481	1,330	5,257	107	2,043,089	.8593	3,274	107	.9446	72
Virginia	4,150.5	2.2115	1,122.3	7,300,853	1.8875	1,759	6,505	110	4,462,072	1.8767	3,976	110	1.9491	88
West Virginia	1,837.6	.9792	467.2	2,886,589	.7463	1,571	6,178	101	1,697,109	.7138	3,633	103	.7831	80
	27,238.6	14.5139	7,581.0	48,292,637	12.4851	1,773	6,370		31,592,606	13.2872	4,167		13.1316	90
EAST SOUTH CENTRAL														
Alabama	3,331.9	1.7754	901.7	4,767,040	1.2324	1,431	5,287	105	3,116,671	1.3108	3,456	107	1.3645	77
Kentucky	3,079.9	1.6411	864.2	4,455,568	1.1519	1,447	5,156	106	2,951,368	1.2413	3,415	107	1.2766	78
Mississippi	2,193.9	1.1690	571.2	2,561,386	.6622	1,168	4,484	104	1,748,129	.7352	3,060	105	.7855	67
Tennessee	3,678.8	1.9602	1,033.8	5,428,823	1.4035	1,476	5,251	107	3,751,321	1.5777	3,629	108	1.5671	80
	12,284.5	6.5457	3,370.9	17,212,817	4.4500	1,401	5,106		11,567,489	4.8650	3,432		4.9937	76
WEST SOUTH CENTRAL														
Arkansas	1,767.7	.9419	518.2	2,353,394	.6084	1,331	4,541	102	1,761,799	.7410	3,400	105	.7149	76
Louisiana	3,410.7	1.8174	933.4	5,342,731	1.3813	1,566	5,724	110	3,537,168	1.4876	3,790	111	1.5004	83
Oklahoma	2,354.6	1.2546	741.2	4,069,173	1.0520	1,728	5,490	105	2,681,995	1.1280	3,618	106	1.1153	89
Texas	10,152.6	5.4098	2,937.7	18,681,682	4.8298	1,840	6,359	111	12,678,468	5.3323	4,316	110	5.0966	94
	17,685.6	9.4237	5,130.5	30,446,980	7.8715	1,722	5,935		20,659,430	8.6889	4,027		8.4272	89
MOUNTAIN														
Arizona	1,431.8	.7629	403.8	2,664,072	.6888	1,861	6,598	115	1,941,749	.8167	4,809	115	.7420	97
Colorado	1,862.9	.9926	560.5	3,849,248	.9952	2,066	6,868	110	2,581,707	1.0858	4,606	110	1.0219	103
Idaho	695.3	.3705	201.8	1,185,405	.3065	1,705	5,874	107	933,817	.3928	4,627	106	.3452	93
Montana	699.2	.3725	209.2	1,303,806	.3371	1,865	6,232	106	954,324	.4014	4,562	107	.3635	98
Nevada	315.8	.1683	101.4	808,244	.2089	2,559	7,971	116	540,990	.2276	5,335	116	.2064	123
New Mexico	1,020.9	.5439	269.8	1,809,700	.4678	1,773	6,708	114	1,243,185	.5229	4,608	116	.4996	92
Utah	951.4	.5070	257.8	1,727,118	.4465	1,815	6,699	110	1,130,813	.4756	4,386	109	.4673	92
Wyoming	341.8	.1821	101.9	704,667	.1822	2,062	6,915	105	479,928	.2018	4,710	105	.1881	103
	7,319.1	3.8998	2,106.2	14,052,260	3.6330	1,920	6,672		9,806,513	4.1246	4,656		3.8340	98
PACIFIC														
Alaska	253.0	.1348	64.1	640,541	.1656	2,532	9,993	120	258,480	.1087	4,032	119	.1424	106
California	17,093.4	9.1082	5,401.0	43,570,514	11.2644	2,549	8,067	113	25,449,168	10.7033	4,712	113	10.6647	117
Hawaii	671.8	.3580	162.1	1,290,602	.3337	1,921	7,962	108	675,038	.2839	4,164	105	.3236	90
Oregon	1,241.8	.6614	580.6	3,681,408	.9517	1,999	6,341	106	2,485,301	1.0453	4,281	106	.9857	100
Washington	2,993.9	1.5953	928.5	6,459,570	1.6700	2,158	6,957	108	4,047,348	1.7022	4,359	108	1.6647	104
	22,853.9	12.1777	7,136.3	55,642,635	14.3854	2,435	7,797		32,915,335	13.8434	4,612		13.7811	113
TOTAL U.S.A.	187,671.6	100.0000	55,318.0	386,797,642	100.0000	2,061	6,992		237,768,477	100.0000	4,297		100.0000	100

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The big city Negro customer is *essential* to your profits! He is more than ⅓ of the population in 32 major cities. He is now more than 30% of the customers of some important department stores and prestige downtown retailers.

The urban Negro has about the same median income as U.S. white families but he buys 4 times *more* soft drinks, 3 times *more* alcoholic beverages, and 8 times *more* cosmetics. He spends up to 12% *more* for food, 77% *more* for shoes, and 25% *more* for clothing.

These profitable urban Negro families can be sold effectively only in media that reflect Negro achievement, aspirations and interests. EBONY magazine is read by more Negro families than *any* other magazine. In *most* cities, EBONY's local readership coverage of Negro households is larger than that of any newspaper, TV or radio station. And 85% of EBONY circulation is in "Central-City" where you have your distribution and retailer sales problems.

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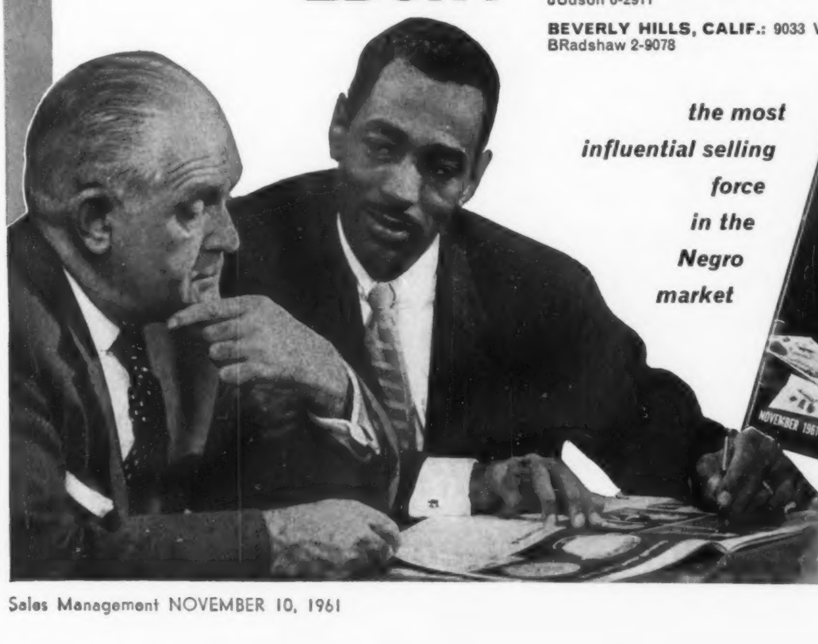
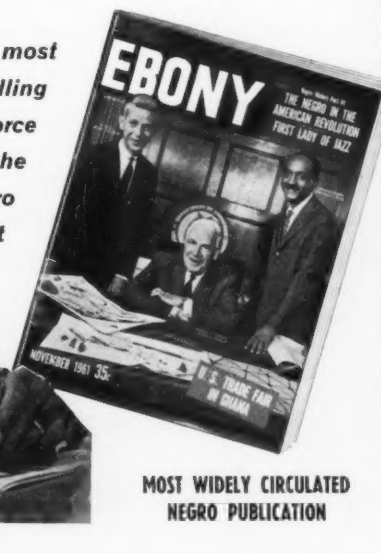
CAlumet 5-1000

NEW YORK 20: 1270 AVENUE OF THE AMERICAS
JUdson 6-2911

BEVERLY HILLS, CALIF.: 9033 WILSHIRE BOULEVARD
BRadshaw 2-9078



the most influential selling force in the Negro market



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• 1960 Retail Sales Per Household for each county.

• Relation of each county's Sales Per Household to U.S. Average.

• Income Per Household for each county.

• Boundaries of 300 Standard and Potential Metropolitan County Areas.

• 2,248 Cities—each in proper map location—that had $12 million Retail Sales in 1960 and/or 10,000 population.

• City Size Group Indicated by code.

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Metropolitan Area Projections to Jan., 1963

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
CONNECTICUT																		
Standard Areas																		
BRIDGEPORT-STAMFORD-NORWALK (Greenwich)	Fairchild	697.3	.3716	40	207.3	1,901,952	.4917	30	2,728	9,175	108	1,002,072	.4214	36	4,834	108	.4466	120
HARTFORD-NEW BRITAIN (West Hartford)	Hartford	734.1	.3912	38	219.1	1,940,999	.5018	29	2,644	8,859	109	1,052,864	.4428	33	4,805	110	.4620	118
NEW HAVEN-WATERBURY-MERIDEN	New Haven	688.8	.3670	41	207.3	1,739,778	.4498	36	2,526	8,393	107	928,642	.3906	39	4,480	108	.4155	113
NEW LONDON-GROTON-NORWICH	New London	195.2	.1040	135	55.7	447,137	.1156	118	2,291	8,028	108	247,961	.1043	140	4,452	109	.1099	106
Potential Areas																		
MIDDLETOWN	Middlesex	95.4	.0508	239	27.4	219,308	.0567	207	2,299	8,004	109	113,318	.0477	240	4,136	108	.0528	104
Total Above Areas		2,410.8	1.2846		716.8	6,249,174	1.6156		2,592	8,718		3,344,857	1.4067		4,686		1.4868	116
State Totals		2,683.9	1.4301		796.4	6,891,689	1.7817		2,568	8,654	108	3,657,785	1.5384		4,593	109	1.6384	115

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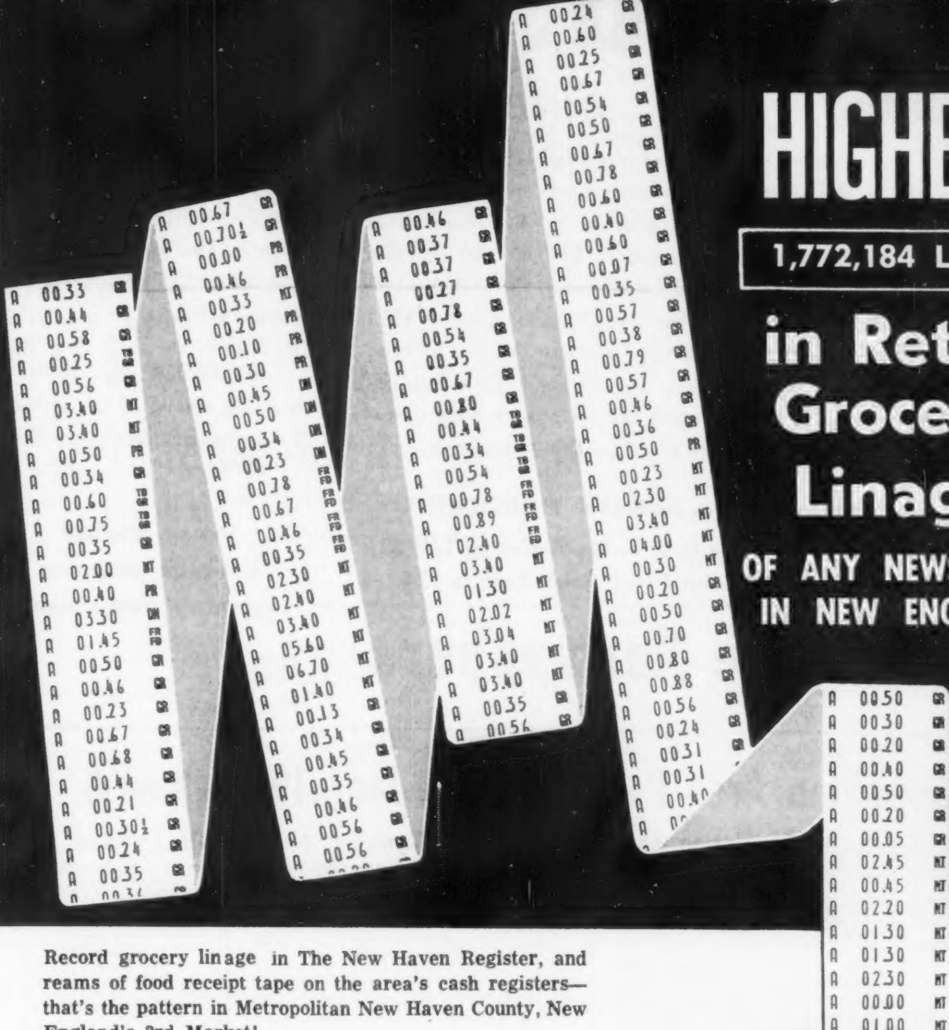
The New Haven Register



HIGHEST

1,772,184 LINES*

in Retail Grocery Linage

OF ANY NEWSPAPER IN NEW ENGLAND

Record grocery linage in The New Haven Register, and reams of food receipt tape on the area's cash registers—that's the pattern in Metropolitan New Haven County, New England's 3rd Market!

Get maximum impact for your food message through the food pages of New England's leader in retail grocery linage —The New Haven Register. Attractive combination rate with the morning Journal-Courier. No supplementary media needed.

The New Haven Register

***FIRST IN RETAIL GROCERY LINAGE IN NEW ENGLAND**
SOURCE: MEDIA RECORDS, INC.–1960

National Representation by:
CRESMER & WOODWARD, INC.

Portland is Maine

Income

Portland, Northern New England's only metropolitan area, is the heart of Maine. The state's major industries, its commerce, banking, transportation and recreational facilities are centered in or near Portland. Income per household estimated for Jan. 1, 1962 is $6,315; total for Portland's five-county area is over 1/3 of that of the state.

Sales

Portland is the largest wholesale and retail center north of Boston. Total retail sales of its five-county area amounted to $440,607,000 in 1960. Food Sales were $119,153,000; automotive $74,393,000; general $50,-708,000. These are the five counties where the Portland Press Herald-Evening Express provide daily coverage of 77% of the households.

Tests

The rest of the nation as well as Maine looks to Portland as the Testingest Test Market in the U. S. More and more new products are being promoted in the Portland newspapers because Portland ranks

1—First in the U. S. as a 75,000-150,000 test city

6—Sixth among all U. S. cities

2—Second among all New England cities

MAINE IS ON THE MOVE . . . BEHIND PORTLAND

Portland Metro Area ranks 146 in the U. S. in Population by 1/1/63; yet Income ranking is 139, and Total Retail Sales Rank is 124.

Press Herald
Evening Express
Sunday Telegram

Represented by
The Julius Mathews Special Agency, Inc.

Portland Maine Newspapers

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
MAINE																		
Standard Areas																		
LEWISTON-AUBURN . . .	Androscoggin . .	88.1	.0468	253	26.8	163,015	.0421	246	1,850	6,083	103	112,387	.0473	243	4,194	102	.0446	95
PORTLAND	Cumberland . . .	188.5	.1005	139	56.5	356,791	.0923	146	1,893	6,315	105	273,330	.1150	124	4,838	105	.1008	100

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A JUNE 1961 SURVEY CONDUCTED IN LYNN, MASS., BY NOONAN MARKET RESEARCH ORGANIZATION SHOWED THAT:

84.3% do the bulk of their shopping locally

86.1% consult the newspaper for information before purchase of food, clothing

72.7% refer to the newspaper for information on autos, major appliances

83% of the readers of all newspapers said they use THE LYNN ITEM for shopping news

LYNN ITEM
Lynn, Massachusetts
Represented nationally by
JOHNSON, KENT, GAVIN & SINDING

Now . . . over 33,000 ABC daily circulation almost 3 times the evening coverage of all Boston newspapers

FIRST in MAINE...
8th in NEW ENGLAND!

BANGOR Now Within Top 100 Markets

At last there's a dependable yardstick for measuring markets realistically. "NNCCM" measures the true value of a newspaper market—by the counties served with 20% and 50% (or better) circulation coverage. **Nationally** Bangor ranks 82nd in population, 95th in retail sales, 79th in food sales, 85th in automotive sales.

Locally it's the State's most effective advertising medium.

Bangor Daily News

MAINE'S LARGEST DAILY

Represented by Johnson, Kent, Gavin & Sinding, Inc.

City and Retail Trading Zone Population Ranking as shown in SRDS 7/6/61

1. Boston	3,141,623
2. Providence	930,800
3. Hartford	747,288
4. Springfield	656,512
5. Worcester	478,328
6. Bridgeport	398,746
7. New Haven	383,317
8. **BANGOR**	367,000
9. Lynn	335,516
10. Lawrence	305,547
11. Portland	260,000
12. Waterbury	242,044

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
Potential Areas																		
BANGOR	Penobscot	132.8	.0707	188	36.3	230,890	.0597	198	1,739	6,381	108	149,407	.0628	198	4,116	107	.0628	89
Total Above Areas		409.4	.2181		119.6	750,686	.1941		1,834	6,277		535,124	.2251		4,474		.2082	95
State Totals		993.7	.5295		287.2	1,725,772	.4462		1,737	6,009	104	1,173,508	.4936		4,086	105	.4771	90
MASSACHUSETTS																		
Standard Areas																		
BOSTON (Lawrence, Lowell, Lynn, Quincy, Waltham)		3,208.0	1.7093	6	950.1	7,582,482	1.9604	7	2,364	7,981	106	4,629,249	1.9470	6	4,872	107	1.9062	112
	Essex	586.2	.3123		179.7	1,328,913	.3436		2,267	7,395	105	782,963	.3293		4,357	106	.3331	107
	Middlesex	1,298.0	.6916		368.8	3,117,303	.8060		2,402	8,453	108	1,602,086	.6738		4,344	110	.7435	108
	Norfolk	555.7	.2961		156.7	1,470,078	.3800		2,645	9,381	112	709,132	.2983		4,525	111	.3387	114
	Suffolk	768.1	.4093		244.9	1,666,188	.4308		2,169	6,804	99	1,535,068	.6456		6,268	102	.4909	120
BROCKTON	Plymouth	269.7	.1437	102	79.3	590,188	.1526	96	2,188	7,442	111	322,226	.1355	104	4,063	110	.1457	101
FALL RIVER-NEW BEDFORD																		
	Bristol	405.3	.2160	68	126.3	811,589	.2098	71	2,002	6,426	103	463,972	.1951	76	3,674	104	.2066	96
PITTSFIELD	Berkshire	145.3	.0774	175	44.1	309,239	.0799	163	2,128	7,012	104	181,496	.0763	176	4,116	104	.0783	101

ALWAYS on the Move

Busiest Metro. Area Outside of Boston

Steady, solid growth over a long period—with an ever-increasing pay-off for advertisers. That's Pittsfield, with the highest sales activity index of any area in the state except Boston.

Income—bed-rocked on high wages in a broad range of industries (including GE's $73 Million payroll)—will total $309,239,000 after taxes next year, and average $7,012 per household. Retail spending in this pace-setting area will be influenced, as always, by one of the selling-est dailies in the state (a leader in local linage—retail impact).

SOLID GROWTH

	1954	1958	1962	1962 Gain Over '58	1962 Gain Over '54
Income	$214,710,000	$266,040,000	$309,239,000	16.2	44.0
Sales	146,761,000	161,793,000	181,496,000	12.1	23.6

ALWAYS a Top Buy in Massachusetts

The Berkshire Eagle .... PITTSFIELD, MASS.

99.6% Coverage of City and Retail Trade Area

Represented by The Julius Mathews Special Agency, Inc.

What a fabulous plate to set before the food advertiser.

*Source: Media Records Inc. 1960

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63: Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62: Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	RETAIL SALES SM Estimates, year ending 12/31/62: Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	SALES—ADV. CONTROLS: Buying Power Index	Quality Index
MASSACHUSETTS (*Cont'd*)																		
SPRINGFIELD-HOLYOKE		558.9	.2979	54	164.5	1,283,191	.3317	48	2,296	7,801	107	687,124	.2890	55	4,177	107	.3121	105
	Hampden	449.9	.2398		135.6	1,047,558	.2708		2,328	7,725	107	586,097	.2465		4,322	106	.2573	107
	Hampshire	109.0	.0581		28.9	235,633	.0609		2,162	8,153	108	101,027	.0425		3,496	107	.0548	94
WORCESTER	Worcester	597.2	.3182	50	176.8	1,270,399	.3284	49	2,127	7,186	104	695,836	.2926	53	3,936	104	.3156	99
Total Above Areas		5,184.4	2.7625		1,541.1	11,847,088	3.0628		2,285	7,687		6,979,903	2.9355		4,529		2.9645	107
State Totals		5,329.4	2.8398		1,586.5	12,151,935	3.1417		2,280	7,660	106	7,196,722	3.0268		4,536	106	3.0469	107
NEW HAMPSHIRE																		
Standard Areas																		
MANCHESTER	Hillsborough	183.6	.0978	144	55.6	376,925	.0974	139	2,053	6,779	105	259,468	.1091	131	4,667	106	.1010	103
Total Above Areas		183.6	.0978		55.6	376,925	.0974		2,053	6,779		259,468	.1091		4,667		.1010	103
State Total		627.9	.3346		186.2	1,205,344	.3116		1,920	6,473	106	833,663	.3506		4,477	107	.3279	98
RHODE ISLAND																		
Standard Areas																		
PROVIDENCE-PAWTUCKET		733.4	.3908	39	225.2	1,490,294	.3853	43	2,032	6,618	104	909,588	.3826	40	4,039	104	.3587	99
	Bristol	39.7	.0212		11.4	82,441	.0213		2,077	7,232	109	35,421	.0149		3,107	108	.0194	92
	Kent	125.0	.0666		35.9	267,843	.0693		2,143	7,461	116	132,283	.0556		3,685	114	.0647	97
	Providence	568.7	.3030		177.9	1,140,010	.2947		2,005	6,408	101	741,884	.3121		4,170	102	.3016	100
Total Above Areas		733.4	.3908		225.2	1,490,294	.3853		2,032	6,618		909,588	.3826		4,039		.3857	99
State Total		879.8	.4688		263.0	1,783,367	.4611		2,027	6,781	104	1,050,099	.4416		3,993	104	.4568	97

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A ONE-IN-A-MILLION TEST MARKET

ONE NEWSPAPER AND A MILLION AND MORE PROSPECTS

You can now cover one of the nation's top three test markets (and the Number *One* test market in New England!) thoroughly and *economically* with The Providence Journal-Bulletin.

And you'll like what The Providence Journal-Bulletin delivers. This one medium is the strongest selling force *throughout* New England's second largest market . . . a million-plus interstate population center where buying power is BIG . . . bigger than ever, as Sales Management shows.

In ABC Providence alone, The Journal-Bulletin gives you 100%-plus coverage of over 500,000. In the CITY-STATE area, you get more than 80% coverage.

Isolated from other major markets . . . representative and well-balanced between urban and suburban . . . cosmopolitan in composition . . . the bustling Providence market offers you the ideal testing grounds for new products, new packaging, or sales promotion ideas.

SPOT COLOR NOW AVAILABLE
Write for rates and details

PROVIDENCE
JOURNAL—BULLETIN

Boston office: 479 Statler Bldg., Boston 16 *Represented elsewhere by Ward-Griffith Co., Inc.*

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Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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VERMONT																		
Standard Areas																		
BURLINGTON	Chittenden	79.0	.0421	270	21.1	140,006	.0362	267	1,772	6,635	109	106,335	.0447	254	5,040	108	.0399	95
Total Above Areas		79.0	.0421		21.1	140,006	.0362		1,772	6,635		106,335	.0447		5,040		.0399	95
State Total		397.3	.2117		112.9	677,589	.1752		1,705	6,002	104	494,714	.2080		4,382	104	.1923	91

Copyright, Sales Management, Inc., 1961.

PATERSON—CLIFTON—PASSAIC METROPOLITAN AREA

is a Time-Saving Profit-Making Sales Market

A compact, 3-interlocking A.B.C. city zone, delivers most of its Metro Sales in every classification in dollar volume, per square mile and per household. Buyers of advertising will find it difficult, if not impossible, to match its qualities at the low New Jersey cost.

◆ ◆ ◆ ◆

Paterson-Clifton-Passaic Metro Area 445 square miles, 375,000 households. Retail sales $1,636,259,000. Average per square mile $3,678,089, per household $4,365. Food sales $414,030,000. Average per square mile $930,400, household $1,104.

◆ ◆ ◆ ◆

No one newspaper covers this rich territory. The distinctive feature of The Herald-News 73,202 circulation for advertisers, is that it makes sales for retailers in Passaic-Bergen Metro Area plus border places in Essex and Morris Counties. Be sure your products are available to consumers in this key central New Jersey Sales cauldron.

◆ ◆ ◆ ◆

The Herald-News City Zone . . . 52.2 square miles, 99,113 households. Retail sales $399,109,000. Average per square mile $7,645,766, per household $4,026. Food sales $101,113,000, average per mile $1,936,992, per household $1,020.

◆ ◆ ◆ ◆

COMPARE CIRCULATIONS OF PASSAIC AND BERGEN NEWSPAPERS IN THE HERALD-NEWS CITY ZONE . . . AND ESTIMATED READER HOUSEHOLD DOLLAR IMPACT ON RETAIL AND FOOD SALES.

City Zone	The Herald-News Passaic-Clifton	Paterson News	Paterson Call	Bergen Record
Passaic-Clifton	**60,681**	5,187	3,954	6,619
Estimated Reader Household $ Impact Retail Sales	**$244,301,706**	$20,982,862	$15,918,804	$26,648,094
Food	**$61,894,620**	$5,877,740	$4,033,080	$6,751,380

CONSIDER ALL THE FACTS ON PATERSON-CLIFTON-PASSAIC METRO AREA!

Complete daily newspaper circulations in detail for New York & New Jersey Newspapers tabulated by us for trade convenience. Get complimentary copies to help all sales people concerned with this market. WRITE or TELEPHONE . . .

THE HERALD—NEWS

William J. Hay, General Advertising Manager

Post Office Box 1019, Passaic, New Jersey—PRescott 7-6000

New York Office—60 East 42nd Street—James J. Todd, Manager—Telephone: YUkon 6-5542

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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NEW JERSEY																		
Standard Areas																		
ATLANTIC CITY	Atlantic	162.6	.0867	157	52.7	324,516	.0839	157	1,996	6,158	105	259,602	.1092	130	4,926	107	.0921	106
JERSEY CITY (Bayonne)	Hudson	529.5	.3157	52	192.1	1,269,754	.3283	50	2,143	6,610	99	661,042	.2780	59	3,441	102	.3107	98
NEWARK (Elizabeth)		1,734.1	.9240	13	523.6	4,502,624	1.1640	12	2,597	8,599	106	2,613,208	1.0990	12	4,991	107	1.0966	119
	Essex	914.3	.4872		286.1	2,315,093	.5985		2,532	8,092	101	1,391,570	.5853		4,864	104	.5723	117
	Morris	291.6	.1554		80.2	733,686	.1897		2,516	9,148	115	352,962	.1484		4,401	114	.1705	110
	Union	528.2	.2814		157.3	1,453,845	.3758		2,752	9,242	109	868,676	.3653		5,522	111	.3538	126
PATERSON-CLIFTON-PASSAIC		1,266.5	.6748	18	380.1	3,495,841	.9039	14	2,760	9,197	112	1,844,567	.7758	17	4,853	113	.8196	121
	Bergen	849.1	.4524		250.9	2,485,292	.6426		2,927	9,906	114	1,232,019	.5182		4,910	115	.5672	128
	Passaic	417.4	.2224		129.2	1,010,549	.2613		2,421	7,822	106	612,548	.2576		4,741	108	.2524	113
TRENTON	Mercer	272.7	.1453	101	78.4	650,450	.1682	84	2,385	8,297	105	392,329	.1650	89	5,004	107	.1627	112

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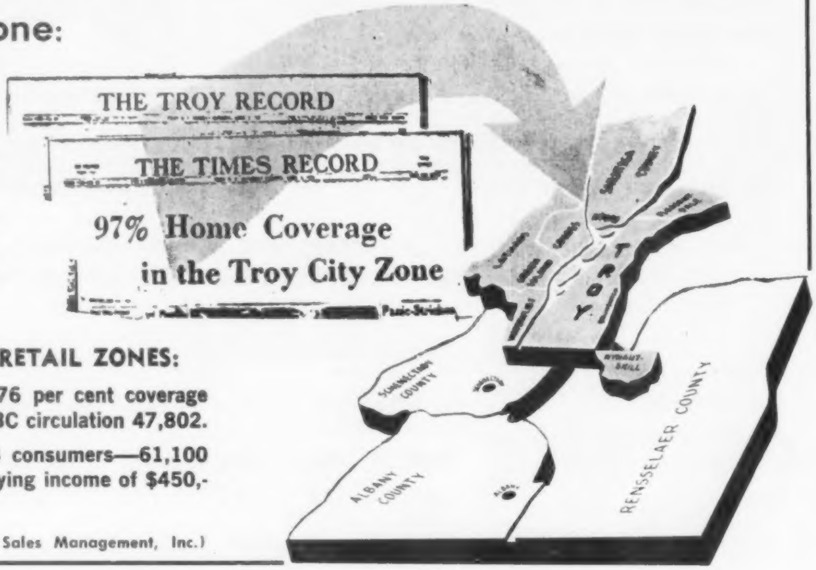
These Specific **FACTS** *Prove that:*

only THE RECORD NEWSPAPERS REALLY SELL THE WHOLE TROY, N.Y., MARKET WITH 228,564 CONSUMERS

In the Troy City Zone:

THE RECORD NEWSPAPERS provide 97% home coverage — more than four times the penetration of the Albany daily papers combined. Albany paper "A" delivers only 7% coverage and Albany paper "B" reaches only 16% of Troy's City Zone households.

The Troy City Zone has 119,114 consumers — 35,400 households — $262,-659,000 in effective buying income — $7,419 income per household — savings deposits of $313,650.00, up 12.4%.



IN THE TROY CITY AND RETAIL ZONES:

THE RECORD NEWSPAPERS give 76 per cent coverage of this five-county area. Net paid ABC circulation 47,802.

The Troy market includes 228,564 consumers—61,100 households and has an effective buying income of $450,-405,000.

(Sources: ABC Audit, March 31, 1961. Sales Management, Inc.)

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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NEW JERSEY (*Cont'd*)																	
Potential Areas																	
NEW BRUNSWICK-PERTH AMBOY...	641.4	.3417	45	178.2	1,588,272	.4106	39	2,476	8,913	115	757,993	.3189	49	4,254	113	.3693	108
Middlesex.....	484.6	.2582		134.5	1,220,554	.3155		2,519	9,075	116	589,090	.2478		4,380	114	.2837	110
Somerset......	156.8	.0835		43.7	367,718	.0951		2,345	8,415	112	168,903	.0711		3,865	111	.0856	103
VINELAND-BRIDGETON																	
Cumberland...	109.5	.0584	218	32.4	203,368	.0526	219	1,857	6,277	107	155,916	.0656	193	4,812	108	.0577	99
Total Above Areas....................	4,779.3	2.5466		1,437.5	12,034,825	3.1115		2,518	8,372		6,684,657	2.8115		4,650		2.9087	114
State Total..........................	6,373.1	3.3959		1,892.7	15,550,181	4.0203		2,440	8,216	109	8,703,655	3.6605		4,599	110	3.7875	112
NEW YORK																	
Standard Areas																	
ALBANY-SCHENECTADY-TROY.......	674.3	.3593	43	208.7	1,619,595	.4187	38	2,402	7,760	104	901,879	.3794	41	4,321	104	.3950	110
Albany........	280.5	.1495		87.8	686,392	.1775		2,447	7,818	104	445,686	.1874		5,076	104	.1749	117
Rensselaer....	145.1	.0773		43.8	331,326	.0856		2,283	7,565	103	165,835	.0698		3,786	104	.0792	102
Saratoga......	93.0	.0496		27.0	192,742	.0498		2,072	7,139	106	95,872	.0404		3,551	105	.0469	95
Schenectady...	155.7	.0829		50.1	409,135	.1058		2,628	8,166	103	194,486	.0818		3,882	103	.0940	113
BINGHAMTON-ENDICOTT																	
Broome.......	220.0	.1172	126	65.6	520,256	.1345	100	2,365	7,931	105	274,535	.1155	121	4,185	105	.1253	107

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Looking for a new angle in Test Markets?

Then you'll be vitally interested in the startling **new** information contained in "The Albany Test Market" study, just off the press, covering the **top** 15 Test Markets in the United States. It explains why Albany's **TRY** Angle of Advertising Opportunity is the **RIGHT** Angle to greater sales . . . why the Albany-Troy-Schenectady Metropolitan Area should be your logical choice as your primary test market! Ask Hearst Advertising Service, Inc., for complete details.

THE TIMES UNION
AND
THE KNICKERBOCKER NEWS

The Capital Newspapers, Albany, N. Y., Are Represented by HEARST ADVERTISING SERVICE, INC.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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NEW YORK (*Cont'd*)																	
BUFFALO (Niagara Falls)...............	1,367.2	.7284	16	404.3	3,196,302	.8264	16	2,338	7,906	107	1,709,041	.7188	20	4,227	107	.7745	106
Erie..........	1,109.1	.5909		329.6	2,604,028	.6732		2,348	7,901	107	1,405,318	.5911		4,264	107	.6321	107
Niagara.......	258.1	.1375		74.7	592,274	.1532		2,295	7,929	109	303,726	.1277		4,066	107	.1424	104
NEW YORK (Hempstead Township, Mount Vernon, New Rochelle, North Hempstead Township, Oyster Bay Township, White Plains, Yonkers).....	11,121.6	5.9261	1	3,558.6	29,758,410	7.6936	1	2,676	8,362	106	15,750,321	6.6242	1	4,426	106	7.0193	118
Bronx.........	1,413.4	.7531		459.6	3,400,909	.8793		2,406	7,400	100	1,331,492	.5600		2,897	101	.7583	101
Kings.........	2,587.6	1.3788		837.6	6,111,719	1.5800		2,362	7,297	100	2,669,106	1.1226		3,187	102	1.4025	102
Nassau.......	1,552.3	.8271		416.3	4,697,531	1.2145		3,026	11,284	126	2,525,272	1.0621		6,066	118	1.0913	132
New York.....	1,631.4	.8693		668.2	4,833,549	1.2496		2,963	7,234	97	4,453,200	1.8729		6,664	100	1.3605	157
Queens.......	1,886.7	1.0054		607.7	5,279,045	1.3649		2,798	8,687	106	1,898,561	.7985		3,124	105	1.1231	112
Richmond.....	230.4	.1228		64.1	548,230	.1417		2,379	8,553	106	222,734	.0936		3,475	106	.1235	101

Copyright, Sales Management, Inc., 1961.

Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 33-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.

"BIG TEN" action

in a billion dollar market!

The BIG TEN local dailies of the Westchester-Rockland Group are giving advertisers more sales action for their investments.

These ten dailies have garnered sales repeatedly for numerous advertisers in the vast Westchester-Rockland market.

In the Westchester-Rockland big league market it takes a real champion to score over one billion dollars in retail sales annually.

A single advertising order places you on this successful team of ten dailies that reaches 175,000 families daily.

CIRCULATION MORE THAN 80 PER CENT HOME-DELIVERED

Westchester
HERALD STATESMAN, YONKERS
DAILY ARGUS, MT. VERNON
DAILY NEWS, TARRYTOWN
DAILY TIMES, MAMARONECK
CITIZEN REGISTER, OSSINING
DAILY ITEM, PORT CHESTER
STANDARD-STAR, NEW ROCHELLE
REPORTER DISPATCH, WHITE PLAINS
AFFILIATED WITH
EVENING STAR, PEEKSKILL
Rockland
JOURNAL-NEWS, NYACK

Westchester Rockland Group

8 CHURCH STREET WHITE PLAINS, N.Y.
REPRESENTED NATIONALLY BY THE KELLY-SMITH CO.

Sources: Sales Management Survey of Buying Power 1961.
Net paid ABC circulation of ten dailies for six months ending 3/31/61 - 178,534.

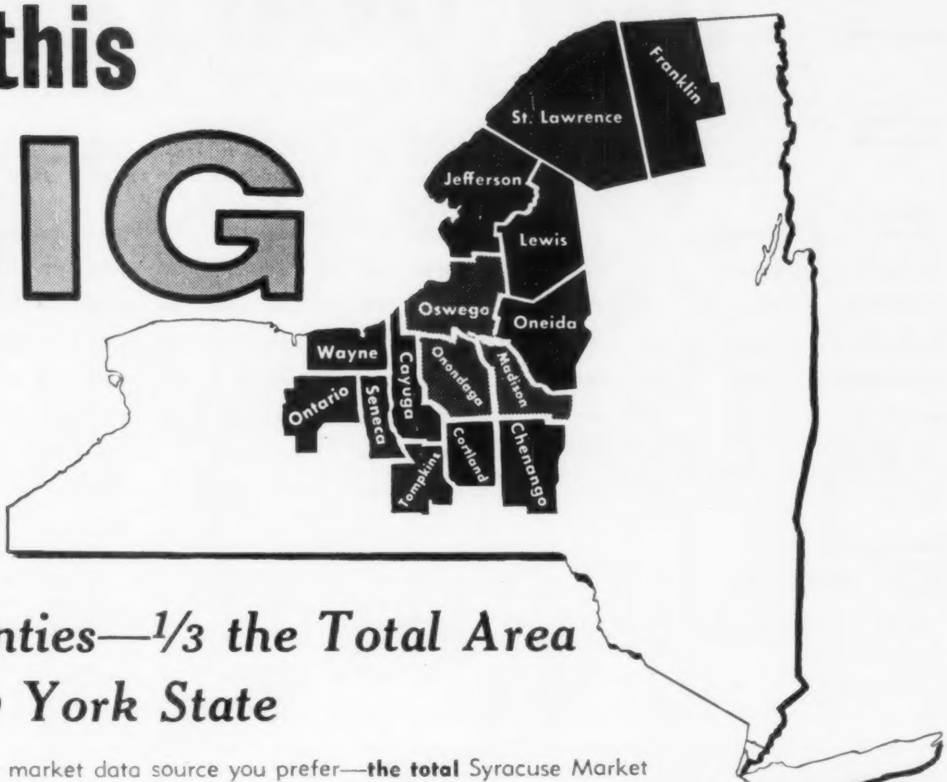
Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63 Total (thous.)	% of U.S.A.	Rank	Households (thous.)	EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62 Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	RETAIL SALES SM Estimates, year ending 12/31/62 Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	SALES—ADV. CONTROLS Buying Power Index	Quality Index
NEW YORK *(Cont'd)*																		
	Rockland	153.1	.0815		38.8	341,210	.0883		2,229	8,794	115	170,706	.0718		4,400	112	.0820	101
	Suffolk	804.6	.4288		209.2	1,908,005	.4932		2,371	9,120	125	1,076,069	.4525		5,144	118	.4681	109
	Westchester	882.1	.4593		257.1	2,638,122	.6821		3,060	10,261	109	1,403,181	.5902		5,458	109	.6100	133
NEW YORK-NORTHEASTERN N. J.		*15,356.1*	*8.1823*		*4,832.6*	*40,614,901*	*10.5004*		*2,645*	*8,404*		*$1,627,131*	*9.0959*		*4,475*		*9.6155*	*118*
ROCHESTER	Monroe	612.2	.3262	48	185.4	1,562,670	.4040	41	2,553	8,429	106	822,394	.3459	45	4,436	105	.3710	114
SYRACUSE		592.8	.3159	51	172.1	1,343,283	.3473	47	2,266	7,805	107	751,035	.3158	50	4,364	106	.3316	105
	Madison	57.2	.0305		15.9	115,617	.0299		2,021	7,272	106	64,108	.0269		4,032	105	.0291	95
	Onondaga	447.2	.2383		131.2	1,066,513	.2758		2,385	8,129	108	596,265	.2508		4,545	106	.2608	109
	Oswego	88.4	.0471		25.0	161,153	.0416		1,823	6,446	104	90,662	.0381		3,626	104	.0417	89

Copyright, Sales Management, Inc., 1961.

The *SYRACUSE MARKET is this BIG



15 Counties—1/3 the Total Area of New York State

Check whatever market data source you prefer—**the total** Syracuse Market is loaded with buying power.

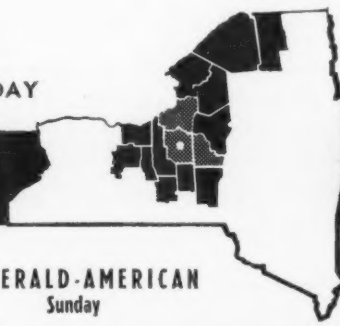
And **when you think of the Syracuse Market** . . . THINK OF ALL OF IT! Fifteen counties—one-third the total area of New York State. There's only one effective way to sell ALL of the Syracuse Market: The Syracuse Newspapers. They deliver 100% of Syracuse and Onondaga County; up to 90% coverage of the newly established three-county Syracuse Metropolitan Area . . . PLUS . . . up to 76% in the 12 surrounding counties which comprise the TOTAL SYRACUSE MARKET.

No Other Combination of Media in the Area Will Do a Comparable Job at a Comparable Cost.

* AMERICA'S Best TEST MARKET

FULL COLOR AVAILABLE—
DAILY AND SUNDAY

When you think of the Syracuse market — Think of ALL of it!



the SYRACUSE NEWSPAPERS

HERALD-JOURNAL Evening & **HERALD-AMERICAN** Sunday

THE POST-STANDARD Morning & Sunday

CIRCULATION: Combined Daily 229,489 — Sunday Herald-American 204,716 — Sunday Post Standard 102,982

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
NEW YORK *(Cont'd)*																		
UTICA-ROME		342.9	.1828	80	99.6	716,220	.1851	77	2,089	7,191	105	426,286	.1793	83	4,280	105	.1830	100
	Herkimer	67.6	.0361		20.5	134,900	.0349		1,996	6,580	103	77,590	.0326		3,785	104	.0345	96
	Oneida	275.3	.1467		79.1	581,320	.1502		2,112	7,349	106	348,696	.1467		4,408	105	.1845	101
Potential Areas																		
AUBURN	Cayuga	75.0	.0400	276	21.7	146,869	.0376	280	1,942	6,713	103	88,931	.0365	286	4,006	103	.0378	95
ELMIRA	Chemung	102.8	.0548	229	30.8	229,927	.0595	200	2,243	7,530	105	135,878	.0571	213	4,458	104	.0578	106
JAMESTOWN	Chautauqua	147.6	.0786	172	46.4	309,028	.0799	164	2,094	6,660	103	188,423	.0793	171	4,061	103	.0795	101
NEWBURGH	Orange	192.4	.1028	137	56.5	425,495	.1100	123	2,212	7,531	106	258,271	.1086	133	4,571	106	.1081	105
POUGHKEEPSIE	Dutchess	187.9	.1002	141	50.1	408,161	.1055	128	2,172	8,147	107	230,426	.0969	147	4,599	106	.1019	102
WATERTOWN	Jefferson	88.3	.0470	252	26.3	173,130	.0448	240	1,961	6,583	102	128,382	.0540	223	4,881	103	.0480	102
Total Above Areas		15,724.7	8.3788		4,925.8	40,406,148	10.4468		2,570	8,203		21,663,902	9.1113		4,398		9.6325	115
State Total		17,432.9	9.2891		5,419.4	43,683,141	11.2962		2,506	8,062	106	23,942,521	10.0697		4,418	106	10.5288	113
PENNSYLVANIA																		
Standard Areas																		
ALLENTOWN-BETHLEHEM-EASTON		506.9	.2701	59	153.9	1,049,899	.2714	61	2,071	6,822	104	666,200	.2801	58	4,329	103	.2738	101
	Warren, N. J.	64.7	.0345		19.7	126,471	.0327		1,955	6,420	104	73,413	.0309		3,727	107	.0325	94
	Lehigh	236.3	.1259		72.1	507,044	.1311		2,146	7,033	104	329,125	.1384		4,565	102	.1323	105
	Northampton	205.9	.1097		62.1	416,384	.1076		2,022	6,705	103	263,662	.1108		4,246	103	.1090	99
ALTOONA	Blair	136.3	.0727	182	41.1	228,306	.0590	201	1,675	5,555	100	138,303	.0581	211	3,365	102	.0615	85
ERIE	Erie	259.9	.1385	105	75.5	541,440	.1399	103	2,083	7,171	104	303,175	.1275	111	4,016	104	.1359	98
HARRISBURG		363.1	.1935	76	110.1	769,074	.1988	73	2,118	6,985	108	460,113	.1935	77	4,179	109	.1962	101
	Cumberland	135.7	.0723		39.9	301,070	.0778		2,219	7,546	113	157,161	.0661		3,939	114	.0732	101
	Dauphin	227.4	.1212		70.2	468,004	.1210		2,058	6,667	105	302,952	.1274		4,316	107	.1230	101
JOHNSTOWN		277.6	.1479	100	78.7	427,905	.1107	122	1,541	5,437	99	302,156	.1271	112	3,839	100	.1231	83
	Cambria	201.4	.1073		56.7	319,509	.0827		1,586	5,635	99	227,075	.0955		4,005	99	.0915	85
	Somerset	76.2	.0406		22.0	108,396	.0280		1,423	4,927	100	75,081	.0316		3,413	104	.0316	78
LANCASTER	Lancaster	289.9	.1545	93	83.8	669,806	.1732	83	2,310	7,993	106	354,745	.1492	99	4,233	108	.1623	105
PHILADELPHIA (Camden, Chester)		4,584.9	2.4429	4	1,332.0	10,951,515	2.8313	4	2,389	8,222	108	5,711,041	2.4020	4	4,288	107	2.6249	107
	Burlington, N. J.	254.3	.1355		62.6	578,183	.1495		2,274	9,236	117	218,577	.0919		3,492	114	.1294	95
	Camden, N. J.	411.6	.2193		119.5	935,934	.2419		2,274	7,832	108	536,008	.2254		4,485	110	.2324	106
	Gloucester, N. J.	147.2	.0784		42.0	323,037	.0835		2,195	7,691	114	157,188	.0661		3,743	115	.0773	89
	Bucks	380.5	.2027		102.7	937,412	.2423		2,464	9,128	128	399,332	.1680		3,888	127	.2121	105
	Chester	227.1	.1210		60.7	504,180	.1303		2,220	8,306	111	251,540	.1058		4,144	112	.1211	100
	Delaware	605.6	.3227		171.3	1,612,270	.4169		2,662	9,412	114	646,518	.2719		3,774	114	.3546	110
	Montgomery	580.1	.3091		165.0	1,533,175	.3964		2,643	9,292	116	765,698	.3221		4,641	116	.3567	115
	Philadelphia	1,978.5	1.0542		608.2	4,527,324	1.1705		2,288	7,444	99	2,738,180	1.1508		4,499	100	1.1413	108
PITTSBURGH		2,459.0	1.3103	8	725.4	5,156,492	1.3331	9	2,097	7,108	103	2,928,327	1.2315	9	4,037	104	1.2980	99
	Allegheny	1,660.6	.8849		493.4	3,669,984	.9488		2,210	7,438	103	2,088,133	.8782		4,232	104	.9148	103

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PITTSBURGH!

A DEFINITE MARKET "ON THE MOVE"

See complete SALES MANAGEMENT'S projected figures for Pittsburgh in this issue.

HAS THE ONE DAILY AND SUNDAY PAPER THAT MOVES YOUR MERCHANDISE

FIRST

• *in the minds of your customers*

The latest study of Pittsburgh newspaper reading habits in Allegheny County (which accounts for 72% of Metro Pittsburgh's E.B.I.), shows 76.4% of these families regular PRESS DAILY readers . . . . and 84.6% of these families regular PRESS SUNDAY readers!

• *with advertisers like yourself!*

Predominently number one in Total advertising, Retail, General, Automotive & Classified. Away ahead in Daily and Sunday Circulations . . . . plus the finest in market research. Ask your "Press man" for Pittsburgh details!

The Pittsburgh Press

A Scripps-Howard Newspaper

Represented by the General Advertising Department Scripps-Howard Newspapers, 230 Park Avenue, N. Y. City. Offices in Chicago, Cincinnati, Detroit, Dallas, Philadelphia, San Francisco, Los. Angeles.

HOW GREEN IS OUR VALLEY??

$ *451,183,000.00

*GREENBACKS—BUYING POWER

A VALLEY OF INDUSTRIAL MIGHT, IN FACT 7th LARGEST IN THE U.S.A. OUR PEOPLE LIVE WELL TOO. $7,775.00 INCOME PER HOUSEHOLD. ARE YOU REACHING THIS MARKET??

TIMES OUTSELLS ALL IN THIS AREA

A GREEN VALLEY INDEED!!
COVERED—BLANKETED ONLY BY THE

Beaver County Times

IF YOU WANT SALES IN BEAVER COUNTY CALL US
OR CALL BOTTINELLI—KIMBALL INC.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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PENNSYLVANIA *(Cont'd)*																		
	Beaver	217.5	.1159		62.1	471,004	.1217		2,166	7,585	107	229,545	.0965		3,696	108	.1130	97
	Washington	218.0	.1162		64.6	392,849	.1016		1,802	6,081	103	219,227	.0922		3,394	105	.1017	88
	Westmoreland	362.9	.1933		105.3	622,655	.1610		1,716	5,913	103	391,422	.1646		3,717	102	.1685	87
READING	Berks	280.9	.1496	97	88.9	624,802	.1616	93	2,224	7,028	102	347,445	.1462	101	3,908	102	.1546	103
SCRANTON	Lackawanna	227.5	.1212	122	68.4	386,289	.0999	137	1,698	5,648	99	272,612	.1147	125	3,986	102	.1086	90
WILKES-BARRE-HAZLETON																		
	Luzerne	335.2	.1786	82	102.1	558,268	.1443	98	1,665	5,468	98	386,049	.1624	93	3,781	101	.1586	88
YORK	York	249.8	.1331	111	77.0	492,161	.1272	112	1,970	6,392	108	312,634	.1315	107	4,060	109	.1297	97
LEBANON	Lebanon	93.6	.0499	241	27.4	171,060	.0442	242	1,828	6,243	105	113,814	.0479	239	4,154	105	.0465	93
Potential Areas																		
NEW CASTLE	Lawrence	115.3	.0614	205	33.4	222,070	.0574	205	1,926	6,649	102	128,502	.0540	222	3,847	102	.0572	93
SHARON-FARELL-SHARPSVILLE																		
	Mercer	131.9	.0703	192	37.6	262,695	.0679	181	1,992	6,987	105	144,306	.0607	202	3,838	105	.0662	94
WILLIAMSPORT	Lycoming	111.6	.0595	214	34.3	204,062	.0528	217	1,829	5,949	104	134,504	.0565	214	3,921	106	.0553	93
Total Above Areas		10,423.4	5.5540		3,069.6	22,715,844	5.8727		2,179	7,400		12,703,926	5.3429		4,139		5.6504	102
State Total		11,611.2	6.1870		3,431.9	24,075,384	6.2243		2,073	7,015	105	13,919,854	5.8544		4,056	105	6.1059	99

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A NEW TWIN MARKET

Copy Changes Permitted Between Papers

196,559 Population
In Delaware Valley Market Area
OPTIONAL COMBINATION
NOW AVAILABLE

1 ORDER RATE INVOICE = 29¢ Per Line
PLUS .01¢ BULK DISC. on 10,000 LINES

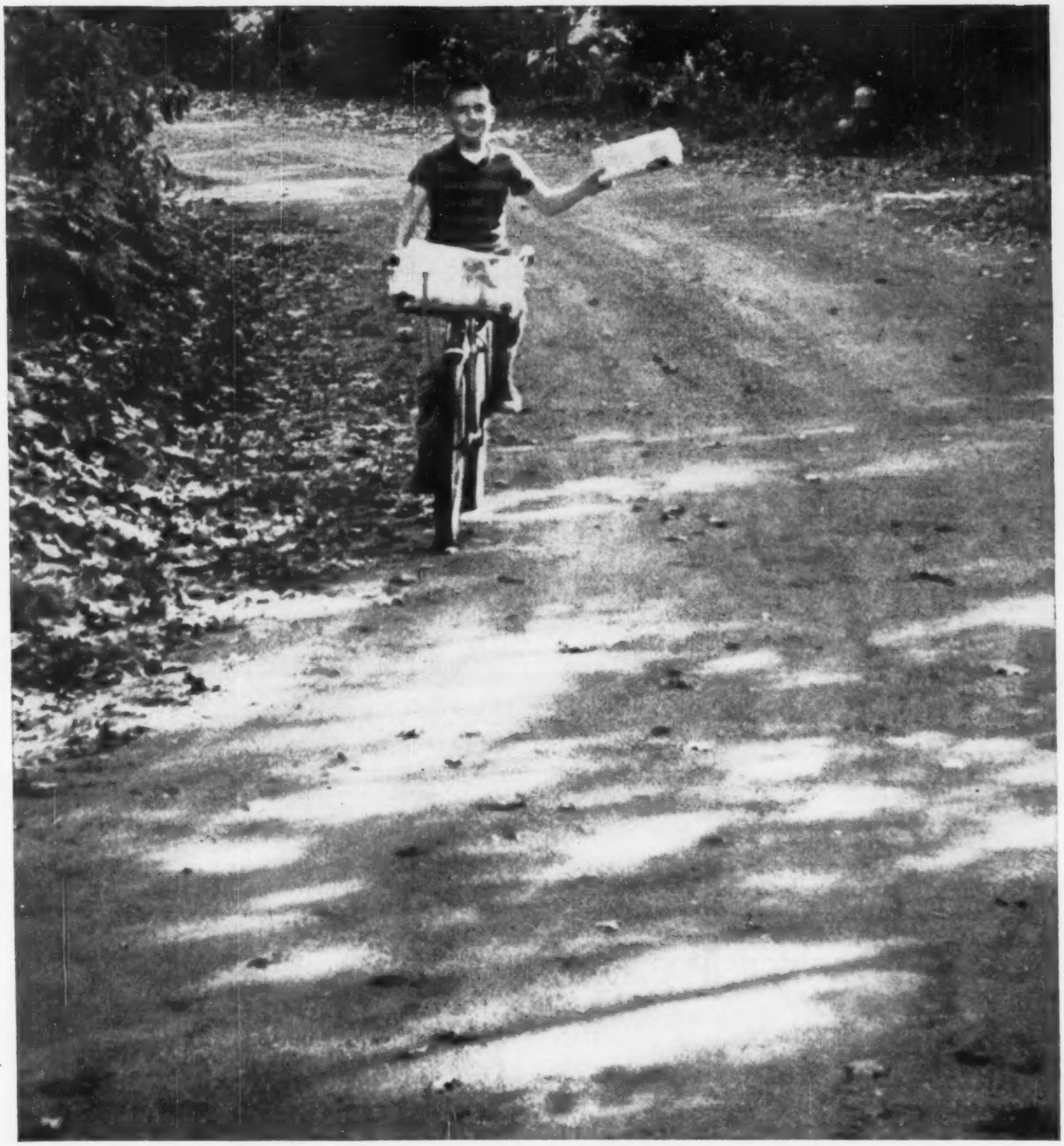
TWIN MARKET AREA

City Zone Population
196,559
Daily Net Paid Circulation
52,116
And Growing Daily In The East's Fastest Growing Area

National Representative Bottinelli-Kimball Inc.

THE LEVITTOWN TIMES and BRISTOL DAILY COURIER with THE BURLINGTON COUNTY TIMES

S. W. Calkins Co.-Pub.
M. C. Hotchkiss Co.-Pub.



Where has the Pittsburgh market moved?
OUT WHERE THE P.G. GOES!

Ask your sales manager. He knows that the bulk of Pittsburgh's buying power—actually two-thirds of it—is not in the city proper, but out in the manufacturing towns that surround the city and in suburban areas that mushroomed when express highways broke through Pittsburgh's hills.

To adjust to this flow of buying power, most sales managers now concentrate more than two thirds of their Pittsburgh effort in these outlying areas.

If you have only one paper to choose in the Pittsburgh market, pick the paper that not only covers the central city, but goes out where two-thirds of your customers are.*

***1960 census report—population, city of Pittsburgh . . . 604,332. Population, balance of Allegheny County and six counties surrounding Pittsburgh . . . 2,164,606.**

Route your advertising as you would your salesmen—out where the P-G goes!

Pick the PITTSBURGH POST-GAZETTE

Woody says: When you want to cover Central Illinois use

RED CARPET* ADVERTISING

* Red Carpet Advertising? It's more than just advertising. It's down-to-earth local merchandising of your ads. Here's how it works: 1. We send direct mail to retailers inviting local tie-in ads. 2. We follow up with personal calls. 3. We send you a written report. You get the same Red Carpet treatment whether you mail your ads or come in person. Combine this hard-hitting plan with a $233,000,000 market in Illinois' 7 richest counties; income 20% above average; balanced industry, farm, education; 41,000 families reading one hometown newspaper; it's the ideal market right in the heart of the golden Central Illinois Corn Belt.

R.O.P. Spot Color—plus Full Color
(black and 1, 2, or 3 colors Daily and Sunday)

BLOOMINGTON-NORMAL, ILLINOIS
Pantagraph
Represented by: Ward-Griffith Co., Inc.

EAST NORTH CENTRAL STATES—Pages 152-179

OTHER REGIONS

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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ILLINOIS																		
Standard Areas																		
CHAMPAIGN-URBANA	Champaign	141.9	.0756	177	38.8	352,658	.0912	149	2,485	9,089	109	165,673	.0697	186	4,270	107	.0816	108
CHICAGO (Aurora, Berwyn, Cicero, Evanston, Joliet, Oak Park, Skokie, Waukegan)		6,548.8	3.4896	3	1,993.1	17,407,750	4.5004	3	2,658	8,734	107	9,783,984	4.1150	3	4,909	107	4.1828	120
	Cook	5,284.5	2.8159		1,648.8	14,125,040	3.6517		2,673	8,567	105	8,263,789	3.4756		5,012	106	3.4317	122
	Du Page	384.9	.2051		103.3	1,091,528	.2822		2,836	10,567	124	393,317	.1654		3.808	119	.2317	113
	Kane	227.3	.1211		64.4	540,367	.1397		2,377	8,391	111	320,921	.1350		4,983	108	.1346	111
	Lake	342.9	.1827		89.4	946,215	.2446		2,759	10,584	120	445,692	.1875		4,985	117	.2151	118
	McHenry	97.6	.0520		28.1	227,138	.0587		2,327	8,083	117	119,172	.0501		4,241	114	.0548	105
	Will	211.6	.1128		59.1	477,462	.1235		2,256	8,079	113	241,093	.1014		4,079	112	.1147	102
CHICAGO-NORTHWESTERN IND.		*7,177.1*	*3.8244*		*2,168.8*	*18,810,585*	*4.8630*		*2,621*	*8,673*		*10,578,369*	*4.4491*		*4,878*		*4.5311*	*118*
DAVENPORT-ROCK ISLAND-MOLINE		280.9	.1497	97	85.1	624,888	.1615	92	2,225	7,343	106	377,135	.1585	95	4,432	105	.1583	106
	Rock Island	155.4	.0828		47.5	351,828	.0909		2,264	7,407	105	194,947	.0819		4,104	106	.0866	105
	Scott, Iowa	125.5	.0669		37.6	273,060	.0706		2,176	7,262	107	182,188	.0766		4,845	104	.0717	107
DECATUR	Macon	124.0	.0661	198	38.9	270,519	.0699	176	2,182	6,954	107	174,349	.0733	178	4,482	108	.0702	106

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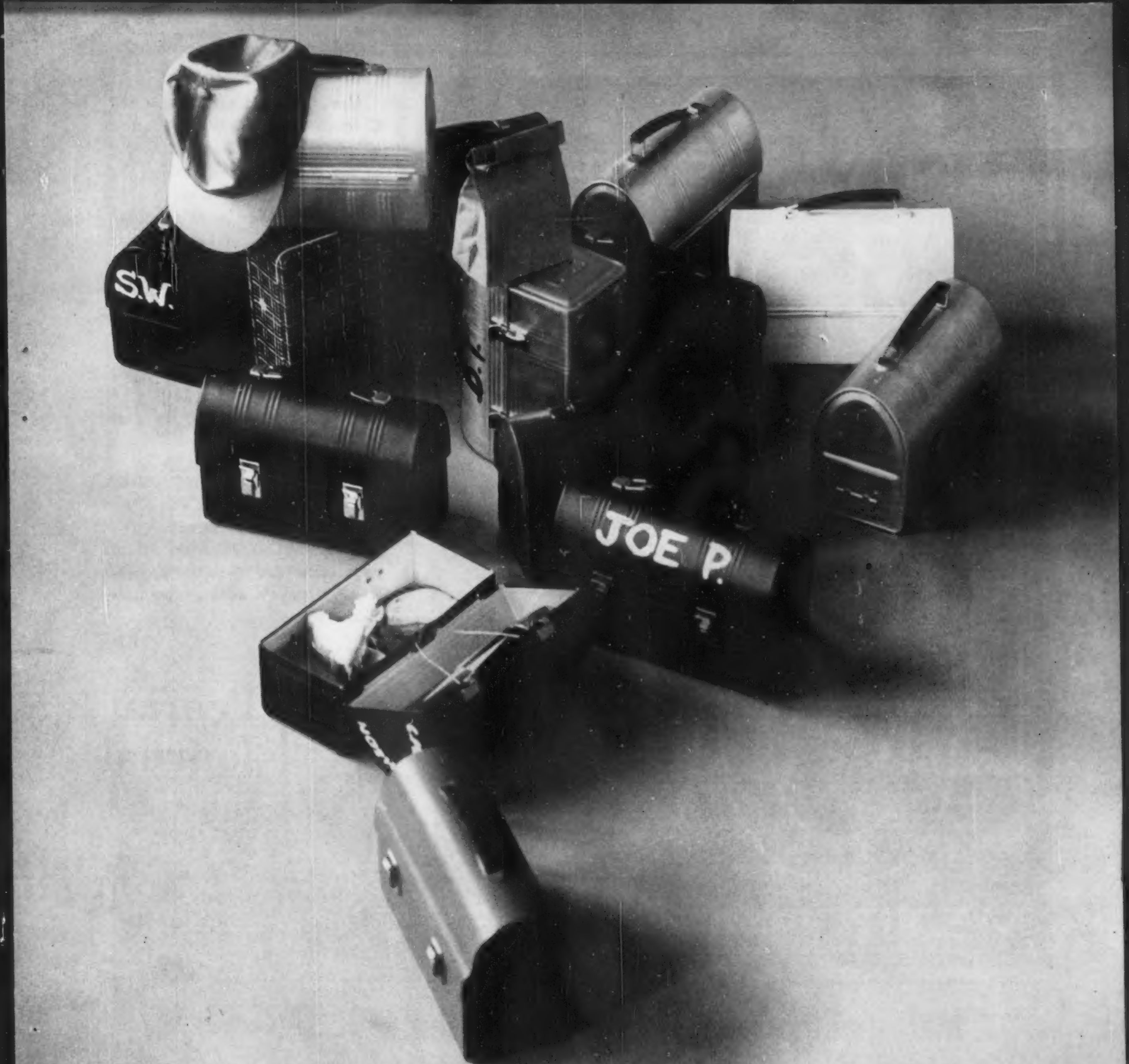

15 more working men for every dollar

ANOTHER PLUS FOR YOU IN CHICAGO'S TOP TWO FOR THE MONEY

You can buy 530 Chicago working men for a dollar with the Chicago Sun-Times/Daily News combination, The next best combination gives you only 515. Difference: *a plus of 15* wage earners for every ad dollar with the "Top Two" combination.

You *could* dig for Chicago's working men with *one* newspaper. But even the biggest daily in town misses 3 out of 5.

That's why, in a big town like Chicago, it takes two newspapers to do the job. And in every major buying category, the Top Two for the money are the Sun-Times and Daily News. Your local rep has the facts (compiled in consultation with A.R.F.). Ask for them.

CHICAGO: 401 N.Wabash Ave.,WHitehall 3-3000
NEW YORK: Time and Life Bldg., Room 1708, Circle 6-1919
DETROIT: Buhl Bldg., Room 1026, WOodward 3-0930
MIAMI BEACH: Hal Winter Co.

ATLANTA
LOS ANGELES
SAN FRANCISCO
Sawyer-Ferguson-Walker Co.

CHICAGO SUN-TIMES
CHICAGO DAILY NEWS

Copyright, 1961, Field Enterprises, Inc.

ONLY PEORIA
AND CHICAGO
RANK IN THE
TOP
100
PEORIA
CHICAGO
METRO MARKETS

Use Chicago papers to sell Chicago—but remember that none of them covers more than 4.8% of the Peoria market. It takes the Peoria Journal Star to reach 89% of the households in metropolitan Peoria—plus circulation to over 13 counties where more than half a million people earn over a billion dollars annually.

■ **TESTING?** Peoria's characteristics make it an ideal test market, proven by the testing of 41 products here during the past year.

■ **COLOR?** Again this year, the Peoria Journal Star has won a top award for color reproduction . . . available in 1000-line on up to page size for 4-color process R.O.P. 7 days a week at low premium rates.

Peoria Journal Star

O'MARA & ORMSBEE, INC.
National Representatives

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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ILLINOIS (*Cont'd*)																		
PEORIA		301.5	.1606	87	91.7	700,272	.1810	80	2,323	7,637	107	408,646	.1719	86	4,456	107	.1742	108
	Peoria	193.6	.1031		59.6	454,148	.1174		2,346	7,620	105	297,583	.1252		4,993	106	.1159	113
	Tazewell	107.9	.0575		32.1	246,124	.0636		2,281	7,667	111	111,063	.0467		3,460	110	.0573	100
ROCKFORD	Winnebago	229.8	.1224	121	68.7	556,624	.1439	99	2,422	8,102	111	312,173	.1313	108	4,544	109	.1358	111
SPRINGFIELD	Sangamon	151.1	.0805	169	49.0	324,237	.0838	158	2,146	6,617	105	235,186	.0989	146	4,800	106	.0877	109
Potential Areas																		
BLOOMINGTON	McLean	85.6	.0456	260	26.5	188,698	.0488	228	2,204	7,121	103	110,856	.0466	245	4,183	105	.0475	104
DANVILLE	Vermilion	98.3	.0524	234	30.8	198,860	.0514	223	2,023	6,456	104	130,021	.0547	220	4,221	106	.0526	100
GALESBURG	Knox	63.0	.0336	295	19.4	130,832	.0339	277	2,077	6,744	104	85,999	.0362	290	4,433	105	.0345	103
KANKAKEE	Kankakee	97.3	.0518	236	25.1	180,260	.0466	236	1,853	7,182	107	118,101	.0496	232	4,705	107	.0485	94

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REX . . . *Reports on the Population Explosion of the*

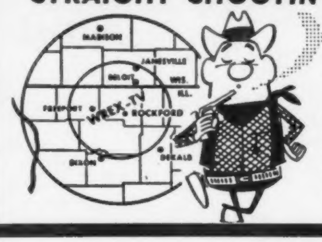
ROCKFORD MARKET
. . . the Rich Agricultural
AND INDUSTRIAL HEARTLAND OF MID-AMERICA.

REMARKABLE

ROCKFORD NOW NUMBER ONE CITY IN ILLINOIS OUTSIDE CHICAGO

TOPS IN POPULATION . . . RETAIL SALES . . . NEW HOMES

STRAIGHT SHOOTIN' FOR RATINGS and RESULTS



ARB FEB. 1961 AND **NIELSEN** MAR. 1961 **AGREE!**

WREX-TV DOMINATES THE ROCKFORD AREA TELEVISION AUDIENCE.

- 57 OF THE TOP 60 NIGHT TIME SHOWS
- ALL 21 OF THE TOP 22 DAYTIME SHOWS
- ALL 13 OF THE TOP LOCAL LIVE SHOWS

ABC and CBS TELEVISION
REPRESENTED BY
H-R TELEVISION INC.

JOE M. BAISCH
VICE PRES.—GEN. MGR.

WREX-TV
CHANNEL **13** ROCKFORD

METRO AREA	County	POPULATION (SM Estimates as of 1/1/63)				EFFECTIVE BUYING INCOME (SM Estimates, year ending 12/31/62)						RETAIL SALES (SM Estimates, year ending 12/31/62)					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
ILLINOIS *(Cont'd)*																		
QUINCY	Adams	69.2	.0368	286	21.9	128,879	.0333	280	1,862	5,885	102	86,257	.0382	288	3,939	104	.0349	95
Total Above Areas		8,065.9	4.2978		2,451.4	20,791,417	5.3751		2,578	8,481		11,806,192	4.9653		4,816		5.0367	117
State Totals		10,511.3	5.6009		3,209.6	25,340,683	6.5514		2,411	7,895	107	14,768,682	6.2113		4,601	107	6.2593	112

Copyright, Sales Management, Inc., 1961.

. . AND STILL GROWING FASTEST IN ILLINOIS

REMARKABLE ROCKFORD

Rockford is first in population in Illinois* . . . and expanding rapidly to meet the needs of even a greater growth. Hospital facilities have been expanded by over $12 million this year. Three new high schools are being built over a three year period . . . one in '60, another in '61 and a third ready by '62. Industrial expansion this year alone includes five major developments, and a host of smaller ones. These and many other growth factors show you why Rockford led in Retail Sales in '60 . . . and continues to do so month after month. Reach "ready-to-buy" people in the rich Rockford Market.

*outside Chicago

ROCKFORD MORNING STAR & Register-Republic

IT IS A FACT!

In Fort Wayne, Indiana and It's 15-County RTZ You'll Find...

- Retail Sales of $763,922,000.
- Food Sales of $167,844,000.
- Since 1950 Fort Wayne's area has doubled. Now 37.13 square miles.
- Spendable income of $1,256,143,000. 70% of homes in Fort Wayne owner-occupied.
- 72,020 homes in Metro area, 85,078 cars.
- $40 million Goodrich plant to open soon.
- 1700 new homes built in Fort Wayne in 1960.
- Metro area population up 26.4% over 1950.
- Average value of Fort Wayne homes $12,600.

611,300 PEOPLE WITH $1,256,143,000 TO SPEND

These Facts and Hundreds of Others Are In The New Golden Zone Market Book! Write For Your Free Copy Today!

FORT WAYNE NEWSPAPERS, INC., Agent

The News-Sentinel • THE JOURNAL-GAZETTE

Represented by Allen-Klapp Co.—New York—Chicago—Detroit—San Francisco

Metropolitan Area Projections to Jan., 1963–(Cont'd)

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INDIANA																		
Standard Areas																		
EVANSVILLE		201.9	.1076	132	61.6	387,172	.1001	135	1,918	6,285	103	253,311	.1066	137	4,112	105	.1036	96
	Henderson, Ky.	34.4	.0184		10.4	50,081	.0130		1,456	4,815	106	38,994	.0164		3,749	108	.0151	82
	Vanderburgh	167.5	.0892		51.2	337,091	.0871		2,012	6,584	103	214,317	.0902		4,186	104	.0885	99
FORT WAYNE	Allen	246.9	.1316	113	73.1	556,236	.1438	100	2,253	7,609	109	359,895	.1513	97	4,923	108	.1436	109
GARY-HAMMOND-EAST CHICAGO		628.3	.3348	46	175.7	1,402,835	.3626	45	2,233	7,984	112	794,385	.3341	47	4,521	109	.3485	104
	Lake	560.5	.2987		156.9	1,268,759	.3280		2,264	8,086	112	729,534	.3068		4,650	109	.3158	106
	Porter	67.8	.0361		18.8	134,076	.0346		1,978	7,132	115	64,851	.0273		3,450	111	.0327	91
INDIANAPOLIS	Marion	738.2	.3933	37	224.1	1,806,069	.4670	33	2,447	8,059	109	1,079,572	.4541	32	4,817	108	.4484	114

Copyright, Sales Management, Inc., 1961.

THE GARY POST-TRIBUNE

GARY, INDIANA

1,637,000 lines

OF RETAIL FOOD ADVERTISING IN FIRST 6 MONTHS, 1961

As measured by Media Records

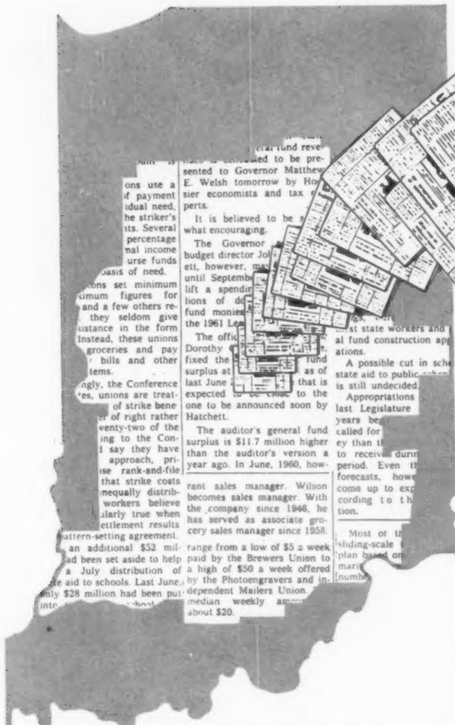
1960: 3,122,878 LINES ... RANKING 8TH IN THE NATION AMONG ALL NEWSPAPERS MEASURED BY MEDIA RECORDS!

1st in retail food advertising among all newspapers in the North Central area*!

(As designated by Media Records)

* • Illinois • Indiana • Iowa • Kansas • Kentucky • Michigan • Minnesota • Nebraska • Wisconsin

Indiana's Top Two Salesmen...



*Sources: Sales Management "Survey of Buying Power" and Audit Bureau of Circulations.

Facts tell the story:*

THE AREA
Indiana's Central 45 Counties.

ITS PEOPLE
2,234,900
438,500 families with $6,658 average effective buying income

ITS BUYING POWER
$4.3 billion
(1960 Sales Management "Survey of Buying Power")

ITS NEWSPAPERS
The Indianapolis Star and The Indianapolis News daily reach 53.1% of ALL families. In 1960, all advertisers placed 79.6% of their Indianapolis newspaper advertising in The Indianapolis Star and The Indianapolis News.

If You're "Buying" Indiana...The Big Buy Is...

The Indianapolis Star
MORNING AND SUNDAY

The Indianapolis News
EVENING

Represented Nationally by Kelly-Smith Co.

Readers Grade South Bend Tribune "A"-Plus

Last summer The South Bend Tribune received a "report card". It was the final results of a readers' attitude survey conducted by Inland Research Committee and other impartial research organizations.*

For evaluation purposes the responses were put into five major categories: 1. Reader Satisfaction. 2. Reader Confidence. 3. Editorial Influence. 4 Fairness. 5. Leadership. The Tribune received excellent ratings in all.

Questions used in the survey were prepared and field tested by two University of Stanford professors. One of them, Dr. Chilton R. Bush, said of The Tribune survey: "I was not surprised that the Tribune rated so highly, for I have evaluated it highly. Although I have kept no records, I believe The Tribune shows the highest ratings that have so far been reported to us."

Of the many answers received, it was especially gratifying to know that 90% of the readers have complete confidence in The Tribune's advertising.

The complete attitude survey is given in The Tribune's 1961 Market Data Book. Write for your copy.

*Interviews conducted by National Certified Interviews, Inc.
Tabulation by Michigan State University's Communications Research Center.

The South Bend Tribune

TEST TOWN U.S.A.
The South Bend, Ind. Market
Seven Counties, over
One-Half Million People

Franklin D. Schurz, Editor and Publisher • Story, Brooks & Finley, Inc., National Representative

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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INDIANA *(Cont'd)*																		
MUNCIE	Delaware	117.1	.0623	201	35.0	239,997	.0620	194	2,050	6,857	107	142,187	.0598	206	4,062	106	.0614	99
SOUTH BEND	St. Joseph	249.5	.1330	112	73.1	608,451	.1573	95	2,439	8,324	106	300,297	.1263	113	4,108	105	.1431	108
TERRE HAUTE	Vigo	109.0	.0581	221	34.6	215,806	.0558	210	1,980	6,237	102	150,972	.0634	197	4,363	103	.0585	101

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The Elkhart TRUTH

Sells Elkhart, Indiana

IN THE EVENING

Cover Elkhart County with The Elkhart Truth. Double the circulation of the second leading newspaper. City Consumer Spendable Income . . . $7,781 (SRDS 9/6/61)

Mishawaka TIMES

Sells Mishawaka, Indiana

IN THE MORNING

Sell the 10,740 households in Mishawaka with the Mishawaka Times. Consumer Spendable Income in Mishawaka . . . $60,541,000 (SRDS 9/6/61)

LOW, ECONOMICAL COMBINATION RATES

REPRESENTED BY JOHNSON, KENT, GAVIN & SINDING, INC.

"You Missed South Bend!"

Better reset your sights, George. You don't score in South Bend with TV pot shots from Chicago. Do you realize that you'll be missing Indiana's richest market? That's right! South Bend's income per household is $7987* . . . per capita income is $2385*. This is a market that warrants first-class TV coverage. And you can hit South Bend plus 14 additional counties with one shot . . . use WBST-TV!

Year after year WSBT-TV dominates the 3-station South Bend market . . . continually achieves sign-on to sign-off audience shares of 42% to 48%. It's accomplished with a full CBS schedule plus top-rated local shows. Want the fine points? Call your Raymer man. He'll dart right over.

*Sales Management's 1961 Survey of Buying Power

WSBT-TV

SOUTH BEND, INDIANA

Channel 22

CBS TELEVISION NETWORK

ONE OF CBS' HIGHEST-RATED STATIONS

Ask Paul H. Raymer, National Representative

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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INDIANA *(Cont'd)*																		
Potential Areas																		
ANDERSON	Madison	132.3	.0705	180	40.1	268,202	.0693	178	2,027	6,688	107	155,130	.0652	194	3,869	107	.0683	97
ELKHART	Elkhart	113.4	.0605	208	34.0	241,361	.0624	182	2,128	7,099	108	148,777	.0626	200	4,376	107	.0621	103

Copyright, Sales Management, Inc., 1961.

ANDERSON Metropolitan Area

INDIANA'S 6th Market

Population

127,600

Households

40,200

Income

$250,188,000

Retail Sales

$145,117,000

INCOME AT PEAK. Income—now over the $Quarter-Billion mark— represents real buying power—averaging $6,224 per household. Over 69% of the households earn from $4,000 up, compared with 65.5% for the state.

BUYING POWER SOLIDLY BASED. Sales Management, reporting employment in plants with 500 or more workers each, shows metropolitan Anderson with 26,800 in such plants—4th highest of Indiana's metropolitan areas.* Payrolls rose $1,509,800 in 1960, to $176,232,300; Bank deposits $2,779,833, to $108,499,665; Bank debits $1,336,369, to $704,689,774.

COMPACT MARKET — EASILY SOLD. The market's $145,117,000 sales are concentrated solidly within the coverage pattern of the Anderson newspapers. 61% of retail sales are made in the city of Anderson, 67% of food sales, 77% of general merchandise, 73% of apparel, 64% of furniture-household-appliance, 68% of automotive, 50% of automotive, 35% of lumber-hardware, and 69% of drug.

* SM 12/16/60

The BULLETIN • **The HERALD** *Combined daily circulation UP to 35,205 (ABC)*

MORNING • EVENING • SUNDAY

Represented by the ALLEN-KLAPP COMPANY — NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO

YOU CAN'T REACH THE DETROIT

METRO MARKET

WITHOUT THE PONTIAC PRESS

The Detroit Metropolitan market is the nation's 5th largest. Daily, one Detroit paper covers only 25% of the Pontiac market area, the other only 15%. The Pontiac Press . . . covers 76% of all market area households. 50% of the area households read only The Pontiac Press. Pontiac is the nation's 113th largest trading area in Retail Sales.

The Pontiac Press

Pontiac, Michigan — Circulation 60,439 — Publisher's Statement March, 1960

REPRESENTED BY NEWSPAPER MARKETING ASSOCIATES

Scolaro, Meeker and Scott Division
New York, Chicago, Philadelphia, Detroit

Doyle and Hawley Division
Los Angeles and San Francisco

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INDIANA *(Cont'd)*																		
KOKOMO	Howard	73.6	.0392	280	22.0	147,871	.0383	256	2,009	6,721	108	78,165	.0329	297	3,553	107	.0369	94
LAFAYETTE	Tippecanoe	94.4	.0503	240	26.4	210,182	.0544	214	2,227	7,961	108	129,460	.0544	221	4,904	107	.0536	107
MARION	Grant	79.7	.0425	269	23.5	142,747	.0369	263	1,791	6,074	107	94,170	.0396	275	4,007	107	.0388	91
MICHIGAN CITY	La Porte	100.6	.0536	230	28.6	187,258	.0484	231	1,861	6,547	108	125,117	.0526	229	4,375	107	.0507	95
RICHMOND	Wayne	75.5	.0403	275	22.8	144,232	.0373	262	1,910	6,326	103	89,100	.0375	284	3,908	103	.0380	94
Total Above Areas		2,960.4	1.5776		874.6	6,558,418	1.6956		2,215	7,499		3,900,538	1.6404		4,460		1.6555	105
State Totals		4,882.1	2.6014		1,451.5	9,847,011	2.5457		2,017	6,784	107	6,022,957	2.5332		4,149	107	2.5531	98
MICHIGAN *Standard Areas*																		
ANN ARBOR	Washtenaw	187.6	.0999	142	51.4	406,303	.1051	131	2,166	7,905	110	222,251	.0935	149	4,324	106	.1006	101
BAY CITY	Bay	111.8	.0596	213	31.4	204,115	.0528	216	1,826	6,500	105	133,540	.0562	215	4,253	104	.0552	93
DETROIT (Pontiac)		4,049.3	2.1576	5	1,158.6	9,784,958	2.5298	5	2,416	8,446	109	5,385,365	2.2649	5	4,648	108	2.3759	110

Copyright, Sales Management, Inc., 1961.

Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 33-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.

Available Now!

2nd

ANNUAL
TOP TEN BRANDS
STUDY

A
PRIMARY
TOOL FOR
SOUND
MARKETING
AND
PLANNING
IN THE
GREATER
DETROIT
MARKET

The Free Press

offers you the *current* and *continuing* study of the ever-changing profile of the Greater Detroit Market.

The second annual Top Ten Brands study now enables you to make comparisons with last year. It provides basic data about current incomes, buying power and brand preferences in the combined ABC City and Retail Trading Zones.

You'll find consumer preferences in this market for Foods, Automobiles, Cosmetics, Toiletries, Appliances, Tobaccos, as well as data on buying locations and retail shopping habits.

This current and continuing research gives profitable direction to your Detroit marketing.

•

To arrange for your Top Ten Brands study clinic, or get additional information, call or write Cyril Brown, National Sales Manager—or our National Representatives.

The Detroit Free Press

MICHIGAN'S *ONLY* MORNING NEWSPAPER
NATIONAL REPRESENTATIVES: STORY, BROOKS & FINLEY

No. 1
Buy
in
Detroit

WJBK-TV

A STORER STATION
CHANNEL 2 CBS

No. 1 with audiences
No. 1 with advertisers
in the nation's 5th market

Metropolitan Area Projections to Jan., 1963—(Cont'd)

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MICHIGAN *(Cont'd)*																		
	Macomb......	504.2	.2686		132.5	1,123,603	.2905		2,223	8,480	125	498,852	.2098		3,765	119	.2619	98
	Oakland......	823.3	.4387		225.3	2,105,985	.5445		2,558	9,347	122	1,181,768	.4970		5,245	120	.5091	116
	Wayne........	2,721.8	1.4503		800.8	6,555,370	1.6948		2,408	8,186	103	3,704,745	1.5581		4,626	104	1.6049	111

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HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

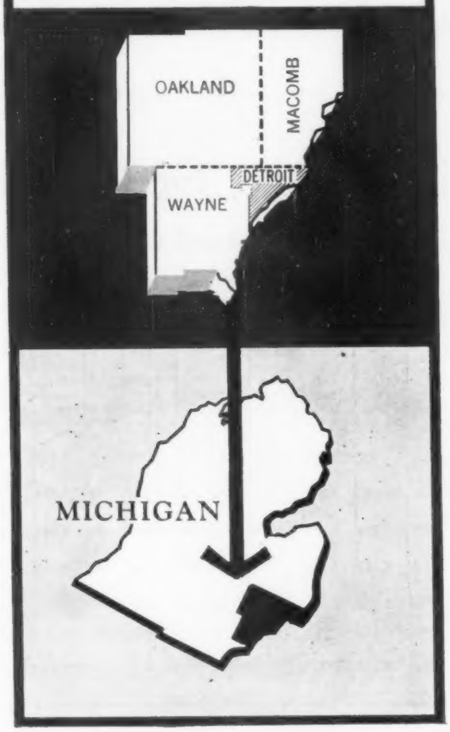
To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen. These detailed four-page forms will give you all the base information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

630 Third Ave. New York 17, N. Y.

WHAT
do you want
to know
about the
Detroit
market . . .



- Population Growth
- Age Distribution
- Racial Origins
- Housing
- Labor Force
- Family Income
- Retail Sales per Family
- Major Retail Chains
- Retail Sales Patterns
- Shopping Centers

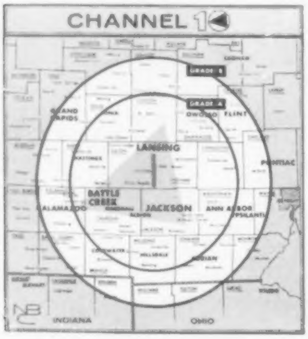
The above data, as well as other pertinent information, derived from the Sixth Quinquennial Survey of the Detroit Market, is available from The Detroit News. Call or write your nearest Detroit News representutive, or the Public Relations and Research Department, The Detroit News, Detroit 31.

The Detroit News

NEW YORK: Howard P. Oettinger, 60 E. 42nd St., Murray Hill 7-3920
CHICAGO: Harry G. Baker, 435 North Michigan Ave., Superior 7-1815
SAN FRANCISCO: Brice McQuillin, 785 Market St., Sutter 1-3401
MIAMI BEACH: The Leonard Co., 311 Lincoln Rd., Jefferson 8-6614

ONE SHOT TAKES ALL THREE

LANSING / JACKSON / BATTLE CREEK



A solid play in Michigan's Golden Triangle stakes you to a lively market—Lansing, Jackson and Battle Creek! WILX-TV cracks all three with a city-grade signal and scores big in a lush outstate area.

Represented by

VENARD, RINTOUL & McCONNEL, INC.

THE GOLDEN TRIANGLE STATION

WILX NBC TV CHANNEL 10

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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MICHIGAN *(Cont'd)*																		
FLINT	Genesee	406.6	.2167	67	114.3	981,057	.2536	63	2,413	8,583	110	547,468	.2303	71	4,790	109	.239[illegible]	110
GRAND RAPIDS	Kent	385.7	.2056	72	112.3	847,394	.2190	67	2,197	7,546	107	521,092	.2191	72	4,640	106	.2164	105
JACKSON	Jackson	138.8	.0740	179	39.4	269,207	.0696	177	1,940	6,833	105	171,907	.0723	180	4,363	105	.0713	96
KALAMAZOO	Kalamazoo	183.8	.0979	143	52.1	407,724	.1054	130	2,218	7,826	110	249,768	.1051	138	4,794	109	.1038	106
LANSING		316.7	.1687	84	90.2	707,497	.1830	78	2,234	7,844	108	439,281	.1847	81	4,870	107	.1806	107

Copyright, Sales Management, Inc., 1961.

"SOUND" BUY:

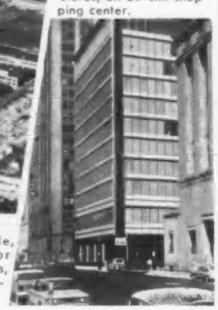
Why is Lansing a sound buy? Diversification! Spending habits are stable the year 'round. Government, education, industry and business help Lansing weather economic storms. A "Sound" buy, we call it.

GOVERNMENT
State and federal employees total more than 25,700.

EDUCATION
Michigan State University, America's 8th largest, has 23,373 students, and 4,900 employees.

INDUSTRY
Home of Oldsmobile, Fisher Body, Motor Wheel and Reo Motors, Lansing industry employs 31,000.

BUSINESS
Home of insurance companies, Lansing has 7 department stores, an 80-unit shopping center.



Affiliated with WILX-TV Lansing, Jackson, Battle Creek WPON Pontiac

RADIO WILS LANSING 1320

14

5000 WATTS DAY • 24 HOURS/DAY

1000 WATTS NIGHT

REPRESENTED EXCLUSIVELY BY VENARD, RINTOUL & McCONNELL

LIVELY ACTION...

The Flint Journal makes welcome contact with more than 97,000 families who read their favorite newspaper with keen interest and confidence every day. Advertising, as well as news, is important to them and gets good attention. Your sales messages in The Journal will create acceptance and generous buying activity for your products and services.

people like advertising in newspapers

Metropolitan Area

Population	374,313
Total Income	$842,992,000
Retail Sales	$471,136,000

Flint Journal Circulation...

97,671 Delivered to 92.1% of the homes in this area.

Sources: 1960 U. S. Census; 1960 SM Survey of Buying Power; Publisher's Statement, March 1961, subject to Audit.

Flint's only daily newspaper

THE FLINT JOURNAL

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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MICHIGAN (Cont'd)																		
	Clinton	39.9	.0213		10.9	84,427	.0167		1,615	5,911	108	35,290	.0149		3,238	108	.0171	80
	Eaton	52.6	.0280		15.0	91,715	.0237		1,744	6,114	107	49,198	.0206		3,280	107	.0236	84
	Ingham	224.2	.1194		64.3	551,355	.1426		2,459	8,575	108	354,793	.1492		5,518	107	.1399	117
MUSKEGON-MUSKEGON HEIGHTS	Muskegon	159.0	.0847	161	45.0	289,624	.0749	169	1,822	6,436	106	185,161	.0779	174	4,115	104	.0778	92
SAGINAW	Saginaw	201.3	.1073	133	55.8	393,834	.1018	134	1,956	7,058	107	258,496	.1087	132	4,633	108	.1050	98
Potential Areas																		
BATTLE CREEK	Calhoun	144.2	.0768	176	42.6	287,001	.0742	170	1,990	6,737	105	188,460	.0792	170	4,424	105	.0762	99
BENTON HARBOR-ST. JOSEPH	Berrien	160.9	.0857	159	47.7	307,184	.0794	166	1,909	6,440	109	222,188	.0935	150	4,658	108	.0849	99
PORT HURON	St. Clair	111.4	.0594	215	32.5	203,972	.0527	218	1,831	6,276	105	131,352	.0553	218	4,042	105	.0548	92
Total Above Areas		6,557.1	3.4939		1,873.3	15,089,870	3.9013		2,301	8,055		8,656,320	3.6407		4,621		3.7417	107
State Totals		8,320.4	4.4335		2,376.4	17,896,886	4.6269		2,151	7,531	108	10,712,195	4.5053		4,508	107	4.5517	103

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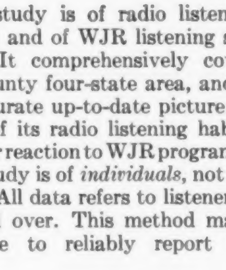
1960 Employment in 142 Three-Digit SIC Industries—pages 72-109

Politz study gives completely new look at radio listeners in Detroit - Great Lakes area

The 1961 WJR-Alfred Politz Study offers a completely new approach in radio research. It so well equips WJR sales representatives to pinpoint customers for your products that we warn you in advance—they're bound to get a bit aggressive. But let them. You'll find that as they apply this new kind of radio research to your specific advertising objectives, you'll be able to reach logical prospects. Prospects who buy soap and soup, new cars and used cars, pianos and grass seed. All kinds of people who buy all kinds of products.

This study is of radio listening in general and of WJR listening specifically. It comprehensively covers a 100-county four-state area, and gives an accurate up-to-date picture of the area, of its radio listening habits, of listener reaction to WJR programming. The study is of *individuals*, not households. All data refers to listeners aged 15 and over. This method makes it possible to reliably report breakdowns by age, sex and socio-economic status. It defines extent of education and whether listeners are home owners or not.



The measured area of the Alfred Politz media study released September, 1961. This area includes 6,801,000 people—age 15 and older.

The study compiles the total weekly cumulative audience of WJR and of 174 other radio stations mentioned. It breaks down overall radio listeners and WJR listeners by time of day, day of week, by age, by sex, by socio-economic status, and by where they listen to radio.

Equally important to advertisers, the 1961 WJR-Politz Study points up listeners' preference for WJR's news, sports news-scores summaries, sports play-by-play, farm programs, traffic conditions, news reporting accuracy, homemaker programs, farm news and market reports, weather forecasts, all-around helpfulness, public spirit, and listeners' attitudes toward the kind of advertising WJR carries.

An unusual point covered by the WJR-Politz Study is a profile of the types of music listeners prefer according to their age and sex. The music categories rated by listeners include popular music with full orchestration, popular music with small orchestration, folk music, classical music, fine music, and rock 'n' roll.

You've been fairly warned that WJR sales representatives will be not just enthused, but aggressive—and with good reason. So hear them out for your own good and for that of your sales curve as they apply the 1961 WJR-Alfred Politz Study specifically to your products and to your prospects. It will give you a revealing new look at the lucrative Detroit-Great Lakes area, served best by WJR.

We believe you'll find the WJR-Politz Study extremely helpful. So give us or the people at Henry I. Christal a call—and hear the story out. You owe it to yourself—because WJR is continuing to help advertisers toward well-grounded radio research with this completely new look at radio listeners in the Detroit-Great Lakes area.

WJR DETROIT

760 KC 50,000 WATTS

Represented by Henry I. Christal Co., U.S. & Canada • Atlanta • Boston • Chicago • Detroit • Los Angeles • New York • San Francisco

ELYRIA

a major metropolitan area market in Ohio . . . in the U. S.

Elyria-Lorain is the 9th largest metro area in the state of Ohio. Estimated population by 1/1/63 is 243,300 (ranking 115 in the U. S.). Income by 12/31/62 is estimated at $548,703,000 (ranking 101 in the U. S.); Income per household estimated to be $8,251. A great portion of this market lies in the southern ¾ of Lorain County, exclusively Elyria-covered. This includes prosperous industry plus a dominant agricultural economy to augment the industrial wage and leveling the dips normally effected by seasonal earnings.

GROWTH MARKET OF LORAIN COUNTY Growth index for U. S. is 108 in sales up to 12/31/62; Lorain-Elyria index is 112. Elyria leads this growth with phenomenal gains in certain classifications over the past few years; gen'l merch. increased 90%. Income increased 52% while the county increase was 38% and Lorain increased 16%. Population increased 40% while Lorain increase was only 6%.

Elyria is growing because southern Lorain County is a natural growth area. Plan to get your share of this growth market through the Chronicle-Telegram. Send for latest complete market data.

"The Family Newspaper" **The Elyria Chronicle-Telegram**

Represented by The Julius Mathews Special Agency, Inc.

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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OHIO																		
Standard Areas																		
AKRON	Summit	545.7	.2908	56	161.4	1,207,131	.3121	55	2,212	7,479	109	722,533	.3039	51	4,477	108	.3054	105
CANTON	Stark	358.5	.1910	77	104.5	737,977	.1908	76	2,059	7,055	106	464,646	.1954	74	4,442	105	.1922	101
CINCINNATI		1,118.4	.5959	23	340.2	2,439,803	.6307	25	2,182	7,172	106	1,564,589	.6581	23	4,509	105	.6320	106
	Campbell, Ky.	89.9	.0479		26.5	165,710	.0428		1,843	6,253	107	87,909	.0370		3,317	108	.0421	88
	Hamilton	903.5	.4814		276.4	2,032,310	.5254		2,249	7,353	106	1,340,371	.5638		4,849	105	.5281	110
	Kenton, Ky.	125.0	.0666		37.3	241,783	.0625		1,934	6,482	107	136,309	.0573		3,654	107	.0618	93

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YOU CAN'T SELL THE ISOLATED AKRON 1 BILLION 613 MILLION DOLLAR MARKET WITHOUT THE AKRON BEACON JOURNAL

Akron's big. It's rich and, best of all, it can be completely sold at one low cost by placing your sales messages in its ONE and ONLY Daily and Sunday newspaper.

NOW AVAILABLE...

YOUR CHOICE OF 3 CONTRACT PLANS OFFERING DISCOUNTS UP TO 24%

Plan #1 Bulk Contract Discounts
Plan #2 Continuity-Impact Discounts
Plan #3 Full-Page Contract Discounts

For full information write The Beacon Journal General Advertising Department or call your nearest Story, Brooks & Finley office.

NOW READY FOR DISTRIBUTION NEW 1961-1962 TOP TEN BRANDS CONSUMER INVENTORY

A personal Consumer Inventory Survey consisting of 130 different categories with brand profiles by income, age and number of persons per household. A complete profile of your products compared with competition.

IF YOU WANT TO SELL AKRON DO IT THE COMPLETE ECONOMICAL WAY

Akron's ONLY Daily and Sunday newspaper offers ROP spot and full color in all issues. Rotogravure, Comic and TV Guide Sections on Sunday. Let us tell you the complete Akron story.

TOTAL BEACON JOURNAL CIRCULATION

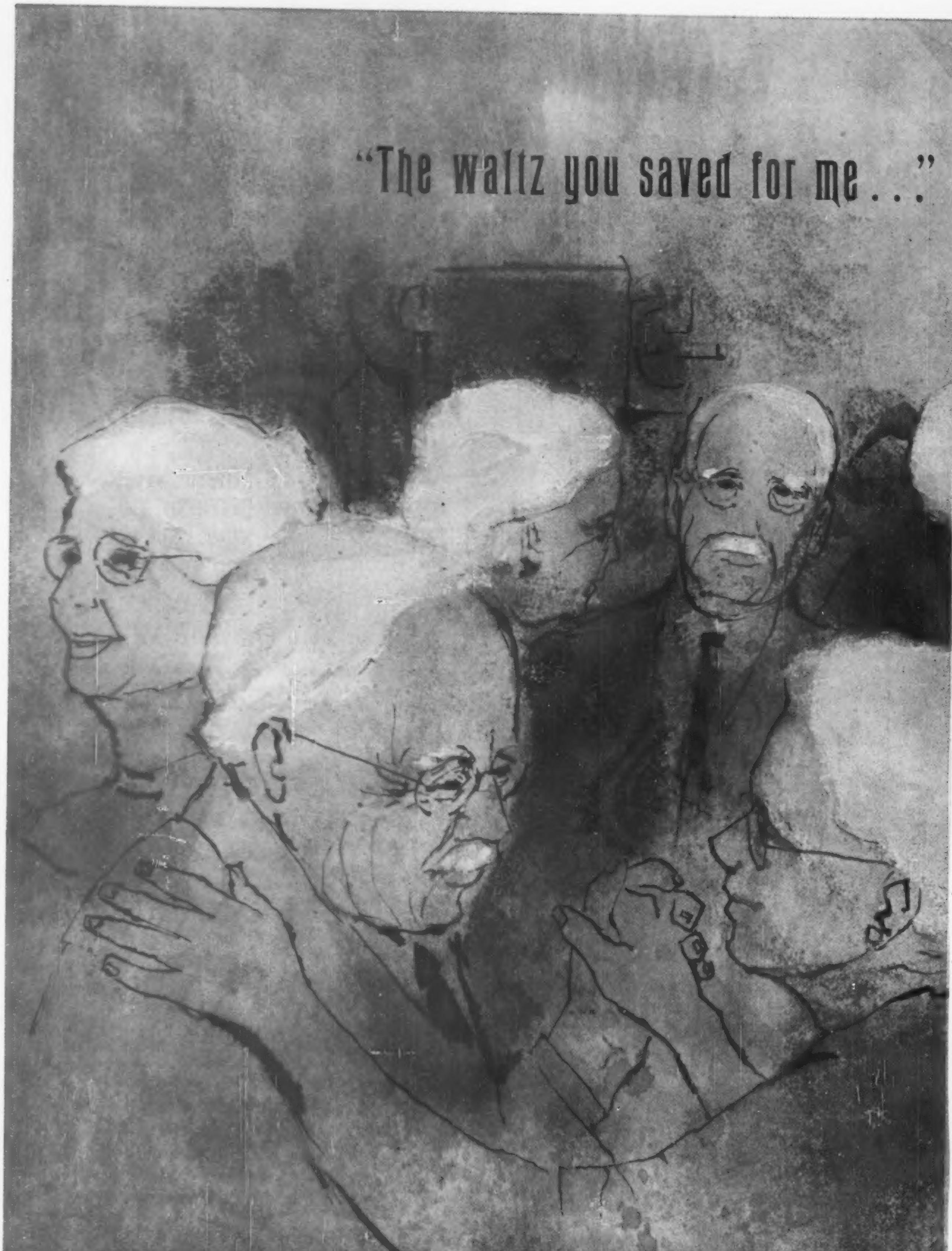
Daily
167,686

Sunday
178,613

AKRON BEACON JOURNAL

JOHN S. KNIGHT, President and Editor

Represented Nationally by STORY, BROOKS & FINLEY


"The waltz you saved for me..."

On a Sunday afternoon, people watching WLW Television could hardly believe their eyes. There was a startling difference in the regular teenage dance program. The couples dancing were not young. They had snow-white hair. But they were young in heart with a twinkle and often a tear of joy in their eyes.

They were members of the Senior Citizens Club invited by WLW Television to enjoy this dance program. And they had a wonderful time. Some hadn't danced since the gay 90's . . . and some, never at all. The winner of the waltz was 89 years old.

It was an unforgettable, moving experience . . . and another example of the heart and humanity . . . the warm and friendly spirit which are always a part of WLW Stations in the Crosley Broadcasting tradition. This is our pride and our privilege.

WLW-T Television Cincinnati

WLW-A Television Atlanta

WLW-I Television Indianapolis

WLW-D Television Dayton

WLW-C Television Columbus

WLW Radio

the dynamic WLW stations

Crosley Broadcasting Corporation

PORT CLEVELAND

"THE INDUSTRIAL GIANT"

HAS THE HIGHEST SALARIED PAYROLL IN THE NATION

$7711.00 *per family per year*

--average for the nation-- $6898.00

COLORFUL POSTERS

reach this fabulously rich purchasing power....

Packer

FOR LESS THAN 18¢ *per Thousand*

Cleveland, Cincinnati, Toledo, Elyria, Lorain, Fremont, Sandusky, Tiffin and Ashtabula.

FOR MARKET INFORMATION WRITE TO: Packer 4600 CARNEGIE AVE., CLEVELAND, OHIO

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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OHIO (*Cont'd*)																		
CLEVELAND (Euclid)		1,908.3	1.0169	11	570.1	4,883,371	1.2625	11	2,559	8,566	108	2,758,391	1.1601	11	4,838	107	1.1827	116
	Cuyahoga	1,723.7	.9185		519.7	4,413,724	1.1411		2,561	8,493	106	2,583,354	1.0865		4,971	106	1.0802	118
	Lake	184.6	.0984		50.4	469,647	.1214		2,544	9,318	128	175,037	.0736		3,473	124	.1025	104

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Summary of Projected Data for All States and Region, Page 132

The people* who buy most

of what you have to sell

read **THE PLAIN DEALER**

YOUR BEST NEWSPAPER ALL DAY IN CLEVELAND, OHIO

** Did you know that the Cleveland Market's Retail Sales are larger than anyone of 38 Entire States?*

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles. Member of Metro Sunday Comics and Magazine Network. Eastern Travel and Resort Representatives: The Corfield Co., 527 Lexington Avenue, New York 17, New York

COLUMBUS OHIO

A CERTIFIED TEST MARKET

ROP COLOR

Is a Proven* Sales Booster In Test City, U.S.A.

***THIRD IN THE NATION** for the first 7 months, 1961, in the Evening and Sunday field is the measured rating accorded The Columbus Dispatch by Media Records.

RETAIL SALES

Estimate for year ending 12/31/62 .... $1,021,960,000.00
Estimated increase, 1962 vs. 1961 .... plus, $100,477,000.00

EFFECTIVE BUYING INCOME

Estimate for year ending 12/31/62 .... $1,819,093,000.00
Estimated increase, 1962 vs. 1961 .... plus, $194,903,000.00

POPULATION

Greater Columbus, est. year ending 12/31/62 744,200
Estimated increase, 1962 vs. 1961 45,400

FREE MARKET INFORMATION NOW AVAILABLE

- New 100-page Consumer Analysis Booklet
- New 26-page Chain Store Location Booklet
- Comprehensive Shopping Center Folder

TOTAL PAID CIRCULATION

—ABC Publisher's Statement 3-31-61—

Morning 114,005   Morn. & Eve. 326,225
Evening 212,220   Sunday 282,962

Money-Saving Combination Rates

PENETRATES

BEST for a TEST in the MIDWEST

Saturation Circulation Coverage of 609,187

EVENING AND SUNDAY
THE COLUMBUS DISPATCH
MORNING
and THE CITIZEN-JOURNAL

Represented Nationally by: O'MARA & ORMSBEE, INC. • NEW YORK • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES
HAL HERMAN ASSOCIATES, INC. • 1400 N. E. 125th St., Miami, Florida, and Caribbean Area

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OHIO (*Cont'd*)																		
COLUMBUS	Franklin	744.2	.3965	36	218.7	1,819,093	.4703	32	2,444	8,318	112	1,021,976	.4298	35	4,673	111	.4434	112
DAYTON		759.5	.4048	33	221.2	1,801,030	.4656	34	2,371	8,142	111	976,499	.4115	37	4,424	109	.4373	108
	Greene	110.1	.0587		29.3	255,339	.0660		2,319	8,715	119	96,849	.0407		3,305	114	.0570	97
	Miami	76.7	.0409		23.6	152,507	.0394		1,990	6,466	109	93,116	.0391		3,946	109	.0396	97
	Montgomery	572.7	.3052		168.3	1,393,084	.3602		2,433	8,277	110	786,534	.3317		4,685	109	.3407	112
HAMILTON-MIDDLETOWN																		
	Butler	216.8	.1155	128	61.0	470,048	.1215	115	2,168	7,706	111	248,729	.1046	139	4,078	109	.1152	100

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Where Advertisers, Agencies and Media MEET and AGREE

The Survey of Buying Power

How big is one billion dollars?

If today you started spending one dollar a minute, 24 hours a day, 365 days a year, it would take you until the year 3922 to spend one billion dollars. But, in 1963 affluent Central Ohio shoppers will spend more than this in retail stores in just 12 months!

99% of the homes in this market contain one or more radios. According to TRENDEX, most of the people who spend most of the money listen most to WBNS Radio. For a printed copy of this study, ask your John Blair representative, or address:

WBNS Radio, COLUMBUS, OHIO

Metropolitan Area Projections to Jan., 1963–(Cont'd)

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OHIO (*Cont'd*)																		
LIMA	Allen	108.6	.0579	223	31.9	213,787	.0553	213	1,969	6,702	106	148,237	.0623	201	4,647	106	.0579	100
LORAIN-ELYRIA	Lorain	243.3	.1296	115	66.5	548,703	.1419	101	2,255	8,251	112	283,006	.1107	128	3,955	109	.1301	100
SPRINGFIELD	Clark	137.3	.0732	180	40.7	280,702	.0726	173	2,044	6,897	106	164,279	.0691	187	4,036	106	.0717	98
STEUBENVILLE-WIERTON		170.7	.0910	150	47.9	332,844	.0861	156	1,950	6,949	104	187,955	.0790	172	3,924	105	.0849	93
	Brooke, W. Va.	29.5	.0158		8.2	56,613	.0146		1,919	6,904	103	19,260	.0081		2,349	104	.0129	82
	Hancock, W. Va.	41.1	.0219		10.4	82,506	.0214		2,007	7,933	105	36,220	.0152		3,483	106	.0196	89
	Jefferson	100.1	.0533		29.3	193,725	.0501		1,935	6,612	103	132,475	.0557		4,521	105	.0524	98

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Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
OHIO *(Cont'd)*																		
TOLEDO	Lucas	474.6	.2529	62	144.3	1,163,500	.3008	57	2,452	8,063	104	674,143	.2835	57	4,672	103	.2860	113
YOUNGSTOWN-WARREN		537.8	.2866	58	153.3	1,164,448	.3010	56	2,165	7,596	108	695,679	.2926	54	4,538	107	.2956	103
	Mahoning	312.3	.1664		89.3	682,477	.1764		2,185	7,643	105	443,606	.1866		4,968	105	.1775	107
	Trumbull	225.5	.1202		64.0	481,971	.1246		2,137	7,531	111	252,073	.1060		3,939	112	.1181	98
Potential Areas																		
ASHTABULA	Ashtabula	97.0	.0517	237	28.3	190,686	.0493	227	1,966	6,738	107	112,554	.0474	241	3,977	108	.0492	95
MANSFIELD	Richland	127.1	.0678	196	37.1	265,561	.0687	179	2,089	7,158	110	162,331	.0683	188	4,375	110	.0684	101
MARION	Marion	63.4	.0338	294	18.8	116,668	.0302	290	1,840	6,206	106	86,360	.0363	287	4,594	106	.0328	97
NEWARK	Licking	96.4	.0514	238	29.0	187,910	.0486	229	1,949	6,480	110	100,577	.0423	261	3,468	110	.0473	92
PORTSMOUTH	Scioto	84.0	.0447	261	25.3	129,354	.0334	279	1,540	5,113	102	104,679	.0440	255	4,138	104	.0388	87
SANDUSKY	Erie	73.2	.0390	281	21.6	147,358	.0381	257	2,013	6,822	109	92,474	.0389	277	4,281	109	.0385	99
ZANESVILLE	Muskigum	80.1	.0426	268	24.1	138,298	.0357	271	1,727	5,739	103	94,660	.0398	274	3,928	104	.0383	90
Total Above Areas		7,874.3	4.1959		2,327.4	18,099,151	4.6792		2,299	7,777		10,590,817	4.4543		4,550		4.5152	106
State Total		10,282.2	5.4789		3,018.3	22,218,251	5.7442		2,161	7,381	108	13,051,687	5.4892		4,324	107	5.6146	102
WISCONSIN																		
Standard Areas																		
1DULUTH-SUPERIOR		281.2	.1498	96	86.2	532,342	.1377	105	1,893	6,176	103	327,613	.1377	103	3,801	104	.1402	94
	Douglas	44.4	.0236		13.5	82,801	.0214		1,865	6,133	100	52,577	.0221		3,895	102	.0221	94
	St. Louis, Minn.	236.8	.1262		72.7	449,541	.1163		1,898	6,184	103	275,036	.1156		3,783	104	.1181	94
GREEN BAY	Brown	133.6	.0712	185	35.3	254,888	.0659	187	1,909	7,221	110	174,306	.0733	179	4,938	109	.0692	97
KENOSHA	Kenosha	108.4	.0577	224	31.3	237,763	.0615	196	2,193	7,596	109	128,373	.0540	224	4,101	105	.0585	101
MADISON	Dane	240.2	.1280	117	64.9	547,597	.1416	102	2,280	8,438	110	313,460	.1319	106	4,830	108	.1360	106

1 Wisconsin county only included in "Total Above Areas."

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HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen. These detailed four-page forms will give you all the base information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

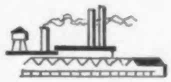
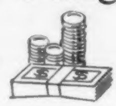
A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

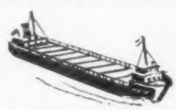
SALES MANAGEMENT

630 Third Avenue New York 17, N.Y.

TOLEDO

MARKET ON THE MOVE

Talk about economic vitality! Toledo tops Ohio's 8 largest counties in  economic diversity... is first in  per capita income in Ohio's major markets... and is first in retail sales per household in Ohio's big metropolitan areas.

Its  home ownership of 77.1% far exceeds the national average... Six of ten leading  Ohio farm counties in cash income are located in The Blade-Times Retail Trading Zone... and the  Port of Toledo has the third largest tonnage of any of the Great Lakes ports.

MARKET OF OPPORTUNITY—With a trading area population of over 1 million and net effective buying income of over $2 billion, Toledo offers a rich market for national advertisers. Fortunately, The Blade and Times provide an intensive coverage of their market that is matched by few newspapers in the nation.

THE BLADE · TOLEDO TIMES

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

EAU CLAIRE

Wisconsin's 5th Metropolitan Market

Is ISOLATED—can be sold only from the inside

The Eau Claire LEADER & TELEGRAM has double the circulation of all "outside" papers combined in the 6-county trading area, with:

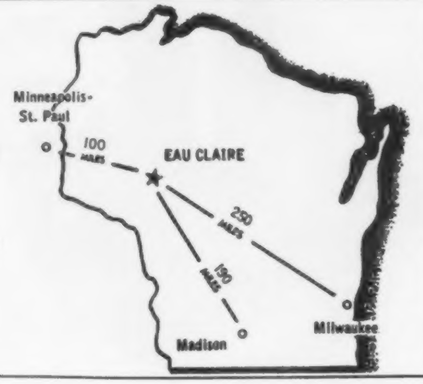
183,900 people* $273,212,00 income*
49,100 households* $205,284,000 sales*

* SM 5/10/61

The EAU CLAIRE LEADER & TELEGRAM

morning-evening-Sunday

Represented by Shannon & Associates, Inc.



Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
MILWAUKEE		1,268.0	.6757	17	378.6	2,983,829	.7718	18	2,353	7,881	108	1,689,277	.7106	22	4,462	107	.7341	109
	Milwaukee	1,081.7	.5764		328.7	2,567,537	[illegible]		2,374	7,811	106	1,513,585	.6366		4,605	106	.6382	111
	Waukesha	186.3	.0993		49.9	416,292	.1077		2,235	8,343	123	175,692	.0739		3,521	116	.0959	97
RACINE	Racine	151.7	.0808	168	43.6	357,632	.0924	145	2,357	[illegible]	108	190,899	.0803	168	4,378	106	.0865	107
Potential Areas																		
APPLETON	Outagamie	107.9	.0575	225	28.6	201,886	.0522	220	1,871	7,059	108	131,187	.0552	219	4,587	107	.0542	94
BELOIT-JANESVILLE	Rock	120.1	.0640	199	35.4	260,541	.0674	183	2,169	7,360	107	154,482	.0649	196	4,364	106	.0660	103
EAU CLAIRE		105.5	.0562	226	29.5	184,397	.0477	232	1,748	6,251	104	132,951	.0559	216	4,507	105	.0519	92
	Chippewa	45.8	.0244		12.1	66,483	.0172		1,452	5,494	104	54,949	.0231		4,541	105	.0204	84
	Eau Claire	59.7	.0318		17.4	117,914	.0305		1,975	6,777	104	78,002	.0328		4,483	105	.0315	99
FOND DU LAC	Fond du Lac	77.2	.0412	272	20.6	146,029	.0377	259	1,892	7,089	104	100,116	.0421	264	4,860	104	.0397	96
LA CROSSE	La Crosse	73.9	.0394	279	20.4	141,465	.0366	265	1,914	6,935	104	100,577	.0423	261	4,930	104	.0389	99
OSHKOSH	Winnebago	113.1	.0602	209	32.6	222,372	.0575	204	1,966	6,821	107	143,751	.0604	205	4,410	107	.0589	98
SHEBOYGAN	Sheboygan	88.1	.0470	253	26.6	173,872	.0449	238	1,974	6,537	103	106,862	.0450	253	4,017	102	.0454	97
WAUSAU	Marathon	91.0	.0484	246	24.7	148,360	.0384	255	1,630	6,006	104	97,736	.0411	269	3,957	104	.0412	85
Total Above Areas		2,723.0	1.4509		785.6	5,943,432	1.5367		2,183	7,565		3,516,554	1.4790		4,476		1.5026	104
State Total		4,114.2	2.1922		1,161.9	8,180,760	2.1150		1,988	7,041	106	5,129,640	2.1574		4,415	106	2.1432	98

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Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 33-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.

Milwaukee Has Everything for Big City Test Campaigns

Check the Reasons

1 **Top Record for Big City Tests**—Surveys of advertisers and agencies have repeatedly shown that Milwaukee is the preferred test market among the big cities.

2 **One Paper Coverage Cuts Costs**—The Milwaukee Journal provides economical one-paper coverage of nearly 9 out of 10 homes in the metropolitan area and 7 out of 10 in the ABC Retail Zone. Circulation is 90% home delivered, reaches all members of the family. Milline rates are among the lowest in the nation.

3 **Ideal Split Run Setup** —Greater Milwaukee is divided into matched samples—matched as to daily Milwaukee Journal home delivered circulation, family income, age and education of the head of household and buying habits.

4 **Compact, Isolated Market**—The Milwaukee ABC Retail Trade Zone concentrates 50% of all Wisconsin retail sales in 10% of the state's area. The metropolitan area has a population of 1,200,000. There is no overlapping of other large city trading areas. Chicago is 100 miles away, Minneapolis-St Paul over 300 miles.

5 **Income Is Diversified and Dependable**—Milwaukee's 2,000 diversified manufacturing plants make it the eighth largest industrial city in the nation, but no one industry employs more than 10% of the factory workers. The Retail Zone includes many smaller industrial centers plus one of the nation's greatest dairy farming regions.

6 **Distribution Channels Are Balanced**—Metropolitan Milwaukee has 10,000 retail stores, including over 1,000 complete line grocery stores. No one organization dominates either retail or wholesale business.

7 **Flexible and Helpful Merchandising Service** —The Milwaukee Journal co-operates efficiently with merchandising helps to increase the effectiveness of any substantial testing campaign.

8 **Every Type of Newspaper Advertising Service**—The Milwaukee Journal provides departments, sections and reproduction facilities to fit the needs of any newspaper campaign.

9 **Market Data Aids to Testing**—The Consumer Analysis shows trends of buying habits, brand usage and dealer distribution. Other helps include route lists, maps and data on population, income and retail sales.

THE MILWAUKEE JOURNAL

Member of Million Market Newspapers, Inc.
New York Chicago Detroit Los Angeles San Francisco

1020' above average terrain means 3217 square miles added with more TV homes than ever before

NEW TALL TOWER FOR WOC-TV'S 42 COUNTY AREA

Effective Buying Income........ $3,138,533,000*
Retail Sales........ 2,103,860,000*
Population........ 1,635,800
TV Homes........ 476,580
Gross Farm Income........ 1,273,476,000

* Survey of Buying Power — 1961

WOC NBC TV 6

D. D. Palmer, President
Raymond E. Guth, General Manager
Pax Shaffer, Sales Manager
Exclusive National Representatives
Peters, Griffin, Woodward, Inc.

THE QUINT CITIES / DAVENPORT • BETTENDORF • ROCK ISLAND • MOLINE • EAST MOLINE

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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IOWA																		
Standard Areas																		
CEDAR RAPIDS	Linn	147.4	.0785	173	45.5	316,669	.0819	162	2,148	6,960	110	222,762	.0936	148	4,896	107	.0847	108
1DAVENPORT-ROCK ISL.-MOLINE		280.9	.1497	97	85.1	624,888	.1615	92	2,225	7,343	106	377,135	.1585	95	4,432	105	.1583	106
	Rock Island, Ill.	155.4	.0828		47.5	351,828	.0909		2,264	7,407	105	194,947	.0819		4,104	106	.0866	105
	Scott	125.5	.0669		37.6	273,060	.0706		2,176	7,262	107	182,188	.0766		4,845	104	.0717	107

1 Iowa county only included in "Total Above Areas."

Copyright, Sales Management, Inc., 1961.

A Rich Farm and Industrial Market

PLUS COMMUNITY LEADERSHIP WOC RADIO'S 14 COUNTY AREA

Effective Buying Income........ $1,217,072,000*
Retail Sales........ 815,659,000*
Population........ 616,000*
Radio Homes........ 188,470
Gross Farm Income........ 451,369,000

* Survey of Buying Power — 1961

WOC NBC RADIO AM - FM

D. D. Palmer, President
Raymond E. Guth, General Manager
Donald L. Green, Sales Manager
Exclusive National Representatives
Peters, Griffin, Woodward, Inc.

THE QUINT CITIES / DAVENPORT • BETTENDORF • ROCK ISLAND • MOLINE • EAST MOLINE

WHO Radio should be No. 14 on any "Top Market" radio list!

50,000-Watt WHO Radio Covers 865,350 Homes In Iowa PLUS!

EVERY time your marketing strategy calls for radio in America's top *radio* markets . . . 50,000-watt WHO Radio belongs on the list!

There are only 13 markets in America in which any radio station reaches a larger audience or more buying power than does WHO!

WHO Radio reaches 865,350 homes in "Iowa *PLUS!*" (96 of Iowa's 99 counties *plus* a number of counties in neighboring states). 75% of all Iowa retail sales are made in counties you reach with WHO. (Metropolitan Des Moines accounts for only 9% of Iowa's retail sales. All eight of Iowa's leading metro areas, including Des Moines, account for just 33%.)

Many surveys, for 24 consecutive years, have measured the Iowa radio audience, and have *proved* that WHO is Iowa's most listened-to radio station. A 93-county area Pulse (March, 1961) gives WHO the No. 1 position in every weekday quarter-hour surveyed over 94 other stations.

Next time you make up a "top radio market" list, be sure No. 14 is WHO Radio! Ask your PGW Colonel for the latest information on "Iowa Plus."

Sources: Pulse (March, 1961), NCS No. 2, SRDS.

WHO

for Iowa PLUS!

Des Moines . . . 50,000 Watts

NBC Affiliate

WHO Radio is part of Central Broadcasting Company, which also owns and operates **WHO-TV**, Des Moines; **WOC** and **WOC-TV**, Davenport

Peters, Griffin, Woodward, Inc., *National Representatives*

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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IOWA *(Cont'd)*																		
DES MOINES	Polk	279.7	.1490	99	88.6	630,645	.1630	90	2,255	7,118	107	441,513	.1857	79	4,983	105	.1670	112
DUBUQUE	Dubuque	83.1	.0443	262	21.9	154,928	.0400	252	1,864	7,074	105	109,308	.0460	248	4,994	103	.0427	96
SIOUX CITY	Woodbury	109.5	.0583	218	33.7	220,572	.0570	206	2,014	6,545	103	161,133	.0678	189	4,781	103	.0605	104
WATERLOO	Black Hawk	130.3	.0694	195	37.8	276,618	.0715	174	2,123	7,318	108	171,706	.0722	181	4,542	105	.0713	103
Potential Areas																		
CLINTON	Clinton	56.9	.0303	299	17.1	110,188	.0285	296	1,937	6,444	106	82,681	.0348	296	4,835	106	.0308	102
MASON CITY	Cerro Gordo	51.0	.0272	300	15.7	102,352	.0265	297	2,007	6,519	103	84,753	.0357	293	5,398	103	.0294	108
Total Above Areas		983.4	.5239		297.9	2,085,032	.5390		2,120	6,999		1,456,104	.6124		4,888		.5581	107
State Totals		2,812.4	1.4986		857.2	5,272,832	1.3632		1,875	6,151	104	3,777,500	1.5887		4,407	104	1.4579	97
KANSAS																		
Standard Areas																		
TOPEKA	Shawnee	150.6	.0803	170	46.5	307,907	.0796	165	2,045	6,622	108	212,563	.0894	159	4,571	107	.0827	103
WICHITA	Sedgwick	388.6	.2070	70	117.1	832,209	.2151	70	2,142	7,107	119	496,504	.2088	73	4,240	117	.2116	102

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SALES MANAGERS:

BREAK

the space-buying

RULES

BREAK INTO

AMERICA'S 12th LARGEST MARKET

The Des Moines Sunday Register delivers a market of

1,811,232 PEOPLE

with 50% MINIMUM COUNTY COVERAGE ranging 12th among America's metropolitan county areas

Rank	Metropolitan Area*	Population
1.	New York	10,757,700
2.	Los Angeles-Long Beach	6,894,200
3.	Chicago	6,307,400
4.	Philadelphia	4,418,200
5.	Detroit	3,850,400
6.	Boston	3,139,100
7.	San Francisco-Oakland	2,808,000
8.	Pittsburgh	2,425,500
9.	St. Louis	2,096,200
10.	Washington, D. C.	2,040,100
11.	Cleveland	1,829,400
	Des Moines Sunday Register	**1,811,232****
12.	Baltimore	1,742,200
13.	Newark	1,703,800
14.	Minneapolis-St. Paul	1,514,500
15.	Buffalo	1,318,400
16.	Houston	1,274,600
17.	Milwaukee	1,209,200
18.	Paterson, Clifton, Passaic, N. J.	1,207,300
19.	Seattle	1,126,200
20.	Dallas	1,104,100
21.	Cincinnati	1,086,400
22.	San Diego	1,062,500
23.	Kansas City	1,056,500
24.	Atlanta	1,046,900
25.	Miami	961,200

*Population, Metropolitan County Areas. Sales Management "Survey of Buying Power", May 10, 1961.

**1960 Census population in 76 Iowa counties in which the Des Moines Sunday Register provides 72% average coverage with 50% minimum.

Represented Nationally by: Newspaper Marketing Associates – New York, Chicago, Philadelphia, Detroit, Los Angeles, San Francisco

Metropolitan Area Projections to Jan., 1963–(Cont'd)

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KANSAS (*Cont'd*)																		
Potential Areas																		
HUTCHINSON	Reno	59.5	.0317	297	19.1	111,298	.0288	294	1,871	5,827	102	85,227	.0358	291	4,462	104	.0315	99
SALINA	Saline	60.8	.0324	296	18.0	115,286	.0298	291	1,896	6,405	112	82,885	.0349	295	4,605	107	.0319	98
Total Above Areas		659.5	.3514		200.7	1,366,700	.3533		2,072	6,810		877,179	.3689		4,371		.3577	102
State Totals		2,258.2	1.2032		695.4	4,229,172	1.0934		1,873	6,082	108	2,772.874	1.1662		3,987	107	1.1372	95
MINNESOTA																		
Standard Areas																		
1DULUTH-SUPERIOR		281.2	.1498	96	86.2	532,342	.1377	105	1,893	6,176	103	327,613	.1377	103	3,801	104	.1402	94
	Douglas, Wisc.	44.4	.0236		13.5	82,801	.0214		1,865	6,133	100	52,577	.0221		3,895	102	.0221	94
	St. Louis	236.8	.1262		72.7	449,541	.1163		1,898	6,184	103	275,036	.1156		3,783	104	.1181	94
1FARGO-MOOREHEAD		111.2	.0592	216	31.5	199,867	.0516	222	1,797	6,345	106	169,781	.0714	183	5,390	105	.0591	100
	Cass, N. D.	69.3	.0369		20.2	124,668	.0322		1,799	6,172	105	122,697	.0516		6,074	105	.0390	106
	Clay	41.9	.0223		11.3	75,199	.0194		1,795	6,655	107	47,084	.0198		4,167	103	.0201	90
MINNEAPOLIS-ST. PAUL		1,594.3	.8496	14	473.0	3,480,504	.8998	15	2,183	7,350	109	2,237,286	.9410	13	4,730	107	.9021	106

1 Minnesota counties only included in "Total Above Areas."

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Only ONE

of Every 5 Work Days

Is Spent SELLING

Only 20% of a saleman's eight-hour day—one hour and thirty-six minutes—is spent in the presence of customers and prospects, selling. That's one of every five work days.

What to do about it?

30,000 salesmen found out by reading "Time to Sell"—a Sales Management Sales Builder of the Month booklet.

Wouldn't your salesmen too be interested in time managemem tips, and the many other phases of total selling covered in this unique sales development course? Write:

Books and Services Division

SALES MANAGEMENT

630 Third Ave. **New York 17, N. Y.**

THE NEW FACE OF THE UPPER MIDWEST

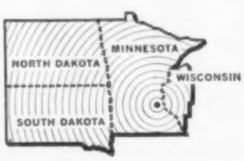
Kimberly Kay Kirkland, to be exact. Born October 10, 1960, at Swedish Hospital, Minneapolis, Minnesota. Kimberly is one of the newest faces of the Upper Midwest, representing the tremendous population increase in Minneapolis-St. Paul—America's 14th Market.

Since 1950, Minneapolis-St. Paul has achieved a 115% suburban population increase—the highest among the country's top 15 markets. And in the same period the metropolitan area has increased its *total* population by 28.8%, hard on the heels of the leaders, Los Angeles-Long Beach and Washington, D.C.

Little Kimberly Kirkland may not do much buying today, but her parents do—and lots of it. On Kim alone this year they'll spend from $800 to $1000 on food, clothes, baby furniture, medicine and toys.

Kim's parents and the other parents in the Upper Midwest will be spending money on many other items as well. And the chances are they'll be interested in your products or services. What better way to reach these families than through the Minneapolis Star and the Minneapolis Tribune—the papers that cover the Upper Midwest!

For the complete story on the Upper Midwest, and its heart—the 14th Market—write:



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Minneapolis Star *and* **Tribune**

EVENING — MORNING & SUNDAY

660,000 SUNDAY 530,000 DAILY — **JOHN COWLES,** *President*

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
MINNESOTA (*Cont'd*)																		
	Anoka........	106.7	.0560		26.5	166,520	.0430		1,561	6,284	126	56,294	.0237		2,124	120	.0400	70
	Dakota........	89.8	.0478		23.6	160,331	.0415		1,785	6,794	117	76,251	.0320		3,231	115	.0399	83
	Hennepin.....	895.9	.4774		275.8	2,076,169	.5368		2,317	7,528	100	1,465,948	.6166		5,315	107	.5489	115
	Ramsey........	442.6	.2359		131.6	977,678	.2527		2,209	7,429	106	595,857	.2507		4,528	104	.2487	105
	Washington....	59.3	.0316		15.5	99,896	.0258		1,685	6,445	113	42,936	.0180		2,770	100	.0246	78
1GRAND FORKS-E. GRAND FORKS		87.6	.0466	255	24.1	141,302	.0365	266	1,613	5,863	105	116,986	.0492	235	4,854	105	.0424	91
	Grand Forks, N. D........	51.6	.0275		13.8	84,391	.0218		1,635	6,115	108	74,737	.0315		5,416	106	.0259	94
	Polk..........	36.0	.0191		10.3	56,911	.0147		1,581	5,525	101	42,249	.0177		4,102	103	.0165	86
Potential Areas																		
ROCHESTER...........	Olmsted.......	71.2	.0380	283	20.2	136,605	.0353	274	1,919	6,763	111	108,173	.0455	251	5,355	110	.0389	102
ST. CLOUD............	Stearns.......	82.8	.0441	263	19.6	122,350	.0316	288	1,478	6,242	104	97,136	.0409	271	4,956	103	.0369	84
Total Above Areas.....................		2,063.0	1.0993		607.1	4,321,200	1.1171		2,095	7,118		2,806,964	1.1805		4,624		1.1326	103
State Totals..........................		3,551.0	1.8921		1,031.1	6,577,587	1.7006		1,852	6,379	106	4,506,890	1.8955		4,371	105	1.7974	95

1 Minnesota counties only included in "Total Above Areas."

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HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen.

These detailed four-page forms will give you all the base information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

630 Third Ave. New York 17, N. Y.

Basic Fact: WCCO Television has a greater daily circulation in the 68 county, St. Paul-Minneapolis market, than any other television station in the area.* This circulation is also greater than any other medium in the market. The extent of this penetration is further proved by the basic fact that in prime viewing time WCCO Television reaches 31% more homes than any other television station in the market.† Basic Medium: WCCO Television, with its vast range and acceptance throughout the Northwest area, is the single medium you need to sell your product in this great market. Modern selling demands the advantages of sight, sound and motion advertising. WCCO television combines these with a big, buying audience. For more Basic Facts on this Basic Medium call WCCO Television or Peters, Griffin, Woodward, Inc.

*ARB 1960 Coverage study †Nielsen, Nov. '60—Aug. '61 Average

BASIC MEDIUM

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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MISSOURI																		
Standard Areas																		
KANSAS CITY		1,116.0	.5947	24	354.4	2,707,775	.7002	21	2,426	7,640	110	1,694,630	.7128	21	4,782	108	.6830	115
	Clay	106.9	.0570		31.4	278,402	.0720		2,604	8,866	126	186,637	.0785		5,944	124	.0710	125
	Johnson, Kans.	171.8	.0916		48.1	451,582	.1168		2,629	9,388	126	151,155	.0636		3,143	121	.0958	105
	Jackson	649.0	.3458		218.2	1,621,693	.4193		2,499	7,432	105	1,142,288	.4805		5,235	104	.4230	122
	Wyandotte, Kans.	188.3	.1003		56.7	356,098	.0921		1,891	6,280	105	214,550	.0902		3,784	107	.0932	93
ST. JOSEPH	Buchanan	89.5	.0477	249	29.6	184,095	.0475	233	2,057	6,219	101	123,340	.0519	230	4,167	103	.0489	103

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How Long Do Prospects Remember What Your Salesmen Tell Them?

Two days after a salesman delivers a sales talk, the prospect will have forgotten 75% of what he heard. Better communications is the answer. 27,000 salesmen found the answer spelled out in "Communicate and Sell"—a Sales Management "Sales Builder of the Month" booklet.

Your men too will profit from these monthly booklets. For details, write:

Books and Services Division

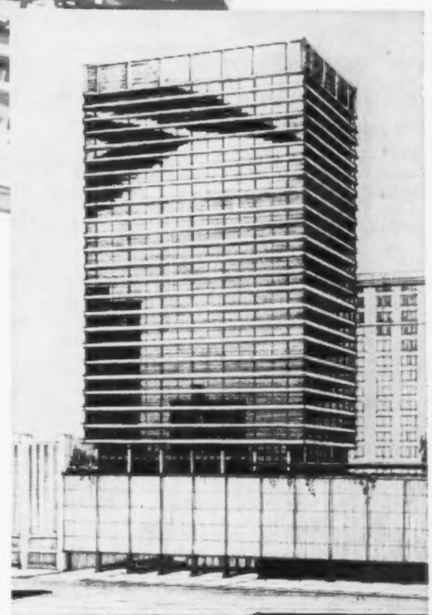
SALES MANAGEMENT

630 Third Avenue, New York 17, N. Y.

20-Story Traders National Bank building

15-Story Business Men's Assurance Co. building

GOING UP!



30-Story Commerce Trust Co. building

Dynamic Kansas City is on the move. Construction is under way or starts soon on three downtown office buildings of 30, 20 and 15 floors respectively. A 25-million-dollar Western Electric plant is in the finishing stage. Six multi-million dollar apartment buildings and numerous business structures and factory buildings are rising. Home construction is increasing.

Kansas City is one of the 10 cities among the nation's fastest growing whose population increase in the past decade exceeded 25 per cent. In 1960, Kansas City led Missouri's industrial growth. Fifty per cent of the 10,326 new industrial workers added in the state were in Kansas City alone.

The Kansas City Metropolitan Market, population 1,039,498, is one of immense and growing potentials. The Kansas City Star affords the means of addressing it thoroughly, at the lowest open milline rate in America.

25-million-dollar Western Electric plant

THE KANSAS CITY STAR

New York Office, 21 E. 40th St.; Chicago Office, 202 S. State St.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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ST. LOUIS		2,180.3	1.1618	10	660.5	4,980,569	1.2878	10	2,284	7,541	107	2,778,331	1.1678	10	4,203	107	1.2266	106
	Jefferson	78.5	.0418		22.0	146,170	.0378		1,862	6,644	119	53,970	.0227		2,453	114	.0341	82
	Madison, Ill.	238.5	.1271		70.9	501,014	.1296		2,101	7,066	108	277,372	.1167		3,912	107	.1252	99
	St. Clair, Ill.	279.2	.1488		82.4	544,653	.1409		1,951	6,610	108	277,314	.1167		3,365	108	.1352	91
	St. Charles	63.4	.0338		17.4	116,600	.0301		1,839	6,701	121	63,245	.0266		3,635	117	.0298	88
	1St. Louis	1,520.7	.8103		467.8	3,672,132	.9494		2,415	7,850	108	2,104,430	.8851		4,499	106	.9023	111
SPRINGFIELD	Greene	134.2	.0715	184	43.8	261,002	.0675	182	1,945	5,959	107	196,356	.0825	165	4,483	108	.0728	102
Potential Areas																		
JOPLIN		109.3	.0582	220	37.0	195,104	.0504	224	1,785	5,273	104	148,868	.0626	199	4,023	108	.0557	96
	Jasper	78.8	.0420		27.3	147,307	.0380		1,869	5,396	103	118,653	.0499		4,346	107	.0424	101
	Newton	30.5	.0162		9.7	47,797	.0124		1,567	4,928	108	30,215	.0127		3,115	113	.0133	82
Total Above Areas		3,629.3	1.9339		1,125.3	8,328,545	2.1534		1,361	7,401		4,939,524	2.0776		4,390		2.0870	108
State Totals		4,461.4	2.3773		1,401.7	9,186,117	2.3749		2,059	6,554	106	5,917,495	2.4887		4,222	106	2.4095	101
NEBRASKA																		
Standard Areas																		
LINCOLN	Lancaster	166.0	.0884	153	50.9	365,440	.0945	142	2,201	7,180	108	221,169	.0930	151	4,345	106	.0928	105
OMAHA		485.9	.2590	60	144.8	1,047,247	.2708	62	2,155	7,232	108	618,698	.2602	63	4,273	107	.2652	102
	Douglas	361.2	.1925		109.3	808,581	.2091		2,239	7,398	108	513,298	.2159		4,696	108	.2078	108
	Sarpy	37.3	.0199		9.3	79,426	.0205		2,129	8,540	125	18,900	.0079		2,032	119	.0166	83
	Pottawattamie, Iowa	87.4	.0466		26.2	159,240	.0412		1,822	6,078	106	86,500	.0364		3,302	103	.0408	88
Total Above Areas		651.9	.3474		195.7	1,412,687	.3653		2,167	7,219		839,867	.3532		4,292		.3580	103
State Total		1,437.0	.7657		440.7	2,756,343	.7126		1,918	6,254	104	1,915,068	.8054		4,346	105	.7511	98
NORTH DAKOTA																		
Standard Areas																		
2FARGO-MOORHEAD		111.2	.0592	216	31.5	199,867	.0516	222	1,797	6,345	106	169,781	.0714	183	5,390	105	.0591	100
	Cass	69.3	.0369		20.2	124,668	.0322		1,799	6,172	105	122,697	.0516		6,074	105	.0390	106
	Clay, Minn.	41.9	.0223		11.3	75,199	.0194		1,795	6,655	107	47,084	.0198		4,167	103	.0201	90
Potential Areas																		
2GRAND FORKS-EAST GRAND FORKS		87.6	.0466	255	24.1	141,302	.0365	266	1,613	5,863	105	116,986	.0492	235	4,845	105	.0424	91
	Grand Forks	51.6	.0275		13.8	84,391	.0218		1,635	6,115	108	74,737	.0315		5,416	106	.0259	94
	Polk, Minn.	36.0	.0191		10.3	56,911	.0147		1,581	5,525	101	42,249	.0177		4,102	103	.0165	86
Total Above Areas		120.9	.0644		34.0	209,059	.0540		1,729	6,149		197,434	.0831		5,807		.0649	100
State Total		637.8	.3398		174.9	906,975	.2345		1,422	5,186	103	819,404	.3446		4,685	104	.2886	85
SOUTH DAKOTA																		
Standard Areas																		
SIOUX FALLS	Minnehaha	91.5	.0487	245	26.5	160,634	.0415	247	1,756	6,062	107	144,096	.0606	203	5,438	105	.0487	100
Potential Areas																		
RAPID CITY	Pennington	67.7	.0361	288	18.8	112,882	.0292	293	1,667	6,004	119	110,070	.0463	246	5,855	112	.0357	99
Total Above Areas		159.2	.0848		45.3	273,516	.0707		1,597	6,038		254,168	.1069		5,611		.0844	100
State Total		692.7	.3691		198.2	983,294	.2543		1,420	4,961	103	860,191	.3618		4,340	103	.3095	84

1 St. Louis County combined with Independent City of St. Louis.
2 North Dakota counties only included in "Total Above Areas."

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Canadian Metropolitan Area Projections, Pages 247-256

Population up 20%

The St. Louis metropolitan area has grown 20% since 1950! The St. Louis GLOBE-DEMOCRAT circulation has *gained 18%* just since 1955, while the other St. Louis paper has *lost* in its share of this booming market's readers. It takes the *GLOBE* to reach this vital market.

THERE'S A REASON! The GLOBE reflects the *new* vitality of St. Louis. The GLOBE is the paper that's alert to the problems of its people.

AND TALK ABOUT BUYING POWER! GLOBE-DEMOCRAT families annually spend more than . . .

. . . $220,557,000 on automotive vehicles and products,
. . . $58,180,000 for furniture and household items,
. . . $92,535,000 while eating and drinking out,
. . . $312,151,000 for food,
. . . $1,292,767,000 on total retail purchases.*

MAKE THE GLOBE A PART OF YOUR MARKETING PROGRAM

**Figures based on 1961 Sales Management estimates*

St. Louis Globe-Democrat

Nationally represented by Moloney, Regan & Schmitt

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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DELAWARE																		
Standard Areas																		
WILMINGTON		390.6	.2082	69	112.5	1,107,906	.2864	69	2,836	9,848	110	565,099	.2377	69	5,023	110	.2562	123
	New Castle	330.1	.1759		94.9	976,692	.2525		2,959	10,292	111	491,599	.2068		5,180	111	.2235	127
	Salem, N. J.	60.5	.0323		17.6	131,214	.0339		2,169	7,455	106	73,500	.0309		4,176	108	.0327	101
Total Above Areas		390.6	.2082		112.5	1,107,906	.2864		2,836	9,848		565,099	.2377		5,023		.2562	123
State Totals		480.2	.2559		138.2	1,283,888	.3319		2,674	9,290	110	716,978	.3015		5,188	110	.3076	120
DISTRICT OF COLUMBIA																		
Standard Areas																		
WASHINGTON (Alexandria)		2,195.2	1.1698	9	643.5	6,492,769	1.6785	8	2,958	10,090	114	3,258,349	1.3704	8	5,063	111	1.4844	127
	District of Columbia	757.6	.4037		249.9	2,083,463	.5386		2,750	8,337	100	1,454,130	.6116		5,819	102	.5335	132
	Arlington, Va.	274.5	.1463		89.6	882,580	.2282		3,215	9,850	114	514,498	.2164		5,742	115	.2083	142
	Montgomery, Md.	404.3	.2154		109.6	1,492,088	.3858		3,691	13,614	126	531,217	.2234		4,847	123	.3030	141
	Prince Georges, Md.	421.0	.2244		111.9	1,107,371	.2862		2,630	9,896	124	489,501	.2059		4,374	120	.2498	111
	Fairfax, Va.	337.8	.1800		82.5	927,267	.2397		2,745	11,240	124	269,003	.1131		3,261	121	.1898	105
Total Above Areas		2,195.2	1.1698		643.5	6,492,769	1.6785		2,958	10,090		3,258,349	1.3704		5,063		1.4844	127
State Totals		757.6	.4037		249.9	2,083,463	.5387		2,750	8,337	100	1,454,130	.6116		5,819	102	.5336	123

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Their Authority Is the *Survey*

Wherever and whenever media people talk population, income and sales data, you can be sure their authority is the 33-year-old *Survey*. They know the *Survey* is reliable, and rely on it. And they know too that the people they are talking to—advertisers and advertising agencies—rely on the same authority.

Population	**1,939,690**	**Income**	**$4,284,882,000**
Households	**634,310**	**Retail Sales**	**$3,316,763,000**

WTVJ covers 14 counties with the area's only unduplicated network signal. WTVJ consistently pulls top ratings, too . . . delivers greatest share of audience in both Miami and Palm Beach*. Only WTVJ will give your schedule complete coverage of the South Florida market.

*Miami, June '61 ARB
Palm Beach, March '61 ARB

WTVJ CBS TELEVISION IN SOUTH FLORIDA

A Wometco Enterprises, Inc. Station • South Florida's Largest Daily Circulation

REPRESENTED NATIONALLY BY PETERS, GRIFFIN, WOODWARD, INC.

WOMETCO ENTERPRISES INC.

WTVJ
WLOS-TV
KVOS-TV
WFGA-TV
(Affiliate)

Capt. "Mac" invites you:

"join us in Jacksonville"

Mix a lot of pleasure with business!

The Southeast's economy is soaring — and Jacksonville, being right in the middle of it all, has a business climate bristling with opportunity. It's an ideal distribution center for all the South — and South America, too! It offers plenty of skilled and unskilled labor . . . rail, water, road and air transportation . . . utilities . . . water for industry . . . and a direct route to the "Moon" site in sheltered waters via the Intra-Coastal Waterway. But best of all, it's a good place to have a ball. Fridays, when you feel you're ready for retirement, *you can* — for the whole week end. Mondays, you're tanned, rested and ready for another fling in the world of commerce. Don't just live to work . . . live it up *while* you work. Join us in Jacksonville. For all the facts, write or phone Capt. "Mac", Exec. Dir., Committee of 100, Jacksonville Area Chamber of Commerce, 632 Hogan St., Jacksonville 2, Florida.

Electric and Water Utilities
City of Jacksonville, Florida

JACKSONVILLE

Gateway to Florida's Space Industry

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates year ending 12/31/62						RETAIL SALES SM Estimates year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
FLORIDA																		
Standard Areas																		
FORT LAUDERDALE-HOLLYWOOD	Broward	385.3	.2053	73	125.3	735,221	.1953	74	1,909	6,027	120	643,355	.2708	60	5,135	122	.2199	107
JACKSONVILLE	Duval	478.0	.2547	61	135.9	926,607	.2396	64	1,939	6,818	110	681,545	.2867	56	5,015	114	.2568	101

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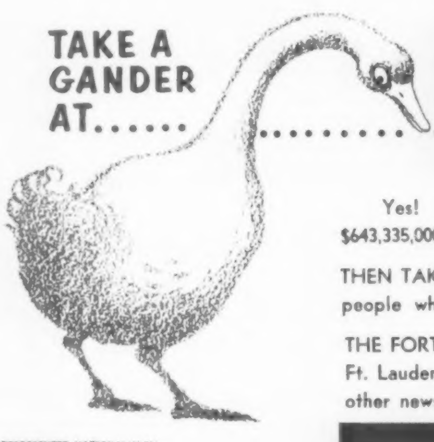
TAKE A GANDER AT...... ....



643 MILLION DOLLARS IN RETAIL SALES

Yes! The Ft. Lauderdale — Hollywood (Florida) Metropolitan Market will spend $643,335,000.* in Retail Sales during the year 1962.......

THEN TAKE A GANDER at the Newspaper that will, by far, reach and influence the people who will spend these millions.......

THE FORT LAUDERDALE NEWS will reach and influence 95.9% of the families in the Ft. Lauderdale City Zone and 70.5% of the families in the Metropolitan Area. No other newspaper can give you this concentrated coverage in this lucrative market!

FORT LAUDERDALE NEWS

REPRESENTED NATIONALLY BY: Ward-Griffith Co., Inc.
IN FLORIDA BY: Publishers' Representatives of Florida, Jacksonville, Fla.

*SOURCE: SALES MANAGEMENT

And here is Sales Management's projection of WFGA-TV's North Florida-South Georgia market in 1962!

Population	**1,290,600**
Households	**368,900**
Income	**$2,019,671,000**
Retail Sales	**$1,645,787,000**

WFGA-TV

JACKSONVILLE

REPRESENTED NATIONALLY BY PETERS, GRIFFIN, WOODWARD, INC.

WOMETCO ENTERPRISES INC.

Represented Nationally by
SAWYER • FERGUSON • WALKER CO.

METROPOLITAN MIAMI

(DADE COUNTY — FLORIDA)

POPULATION

NOW over 1 MILLION

NOW 25th in Population, 23rd in Effective Buying Income, 18th in Retail Sales

Eighty per cent of The Miami News circulation is concentrated in Metropolitan Miami. It is THE HOMETOWN NEWSPAPER and its advertisers know that

DOLLAR FOR DOLLAR YOU'LL SELL MORE THROUGH

THE MIAMI NEWS

"The Best Newspaper Under The Sun"

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates year ending 12/31/62						RETAIL SALES SM Estimates year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
FLORIDA (*Cont'd*)																		
MIAMI (Hialeah, Miami Beach)																		
	Dade	1,045.8	.5572	25	344.8	2,538,388	.6562	23	2,427	7,362	120	1,832,768	.7708	18	5,318	122	.6708	120
ORLANDO		375.1	.2000	75	112.8	743,307	.1921	75	1,982	6,590	130	570,239	.2398	67	5,055	135	.2080	104
	Orange	313.9	.1673		95.1	654,990	.1693		2,087	6,887	133	526,261	.2213		5,534	137	.1845	110
	Seminole	61.2	.0327		17.7	88,317	.0228		1,443	4,990	116	43,978	.0185		2,465	117	.0235	72

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BIGGEST MARKET IN THE SOUTH

...and Fastest Growing in the Nation!

HERALDLAND

FOOD
$610,871,000 in retail food sales...over twice as much as Atlanta, for example.

APPAREL
$196,503,000 sales. Bigger than Atlanta, Birmingham and Louisville all put together.

AUTOMOTIVE
$522,087,000 worth of cars. More than Atlanta, Birmingham and New Orleans combined.

PEOPLE
Pushing two million with **1,815,000 people** in this biggest market in the South.

DRUG-COSMETICS
$113,610,000 retail sales. That's more than Atlanta, Louisville and Birmingham combined.

RETAIL SALES
$2,695,000,000 in annual retail sales. That's two BILLION, six hundred and ninety-five million dollars!

FURNITURE-APPLIANCES
$145,578,000 sales...more than Atlanta, New Orleans and Birmingham combined.

BUYING POWER
$3,621,000,000 (yes, three BILLION, six hundred and twenty-one million dollars) in effective buying income. Wow!

Sold by the South's biggest and most influential newspaper

GET YOUR SHARE OF THIS BIG MARKET

The Miami Herald

Story, Brooks & Finley, Inc., National Representatives

Let's EXPLODE old theories about Florida

To begin with — Tampa is the *big half* of the *Tampa-St. Petersburg Metropolitan market*. Population now 294,000, and Retail Sales $490,350,000 — 52% more than St. Petersburg.

The Tampa Tribune and Tampa Times low-cost combination — gives you nearly 100% average daily household coverage of Tampa, Brooksville, Lake Wales, Sebring and Winter Haven; 98% of Plant City; 56% of Lakeland; 49% of Bradenton; 40% of Clearwater; 29% of Sarasota and 20% of Gainesville . . . and 20% to 100% of seven others.

Merchandisable* household coverage in 18 Key Florida Cities — plus 42% average daily household coverage in 25 big, Florida counties! **Tampa T 'n T deserves a spot in your TOP SCHEDULES!**

*20% - 100% daily household coverage. Market data from SM 1961 Survey of Buying Power. Circulation, ABC, 3/31/61. Note: Pinellas County figures less City of St. Petersburg.

THE Tampa Tribune 'n Times

MORNING AND SUNDAY

EVENING

Represented Nationally by Sawyer-Ferguson-Walker Company

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates year ending 12/31/62						RETAIL SALES SM Estimates year ending 12/31/62					SALES—ADV. CONTROLS	
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FLORIDA (*Cont'd*)																		
PENSACOLA		217.4	.1159	127	58.7	374,571	.0968	140	1,723	6,381	114	278,147	.1170	120	4,738	119	.1067	92
	Escambia	185.9	.0991		50.6	334,643	.0865		1,800	6,613	114	255,377	.1074		5,047	119	.0953	96
	Santa Rosa	31.5	.0168		8.1	39,928	.0103		1,268	4,929	116	22,770	.0096		2,811	125	.0114	68
TAMPA-ST. PETERSBURG		851.1	.4535	30	292.9	1,661,224	.4295	37	1,952	5,672	117	1,300,705	.5470	27	4,441	120	.4696	104

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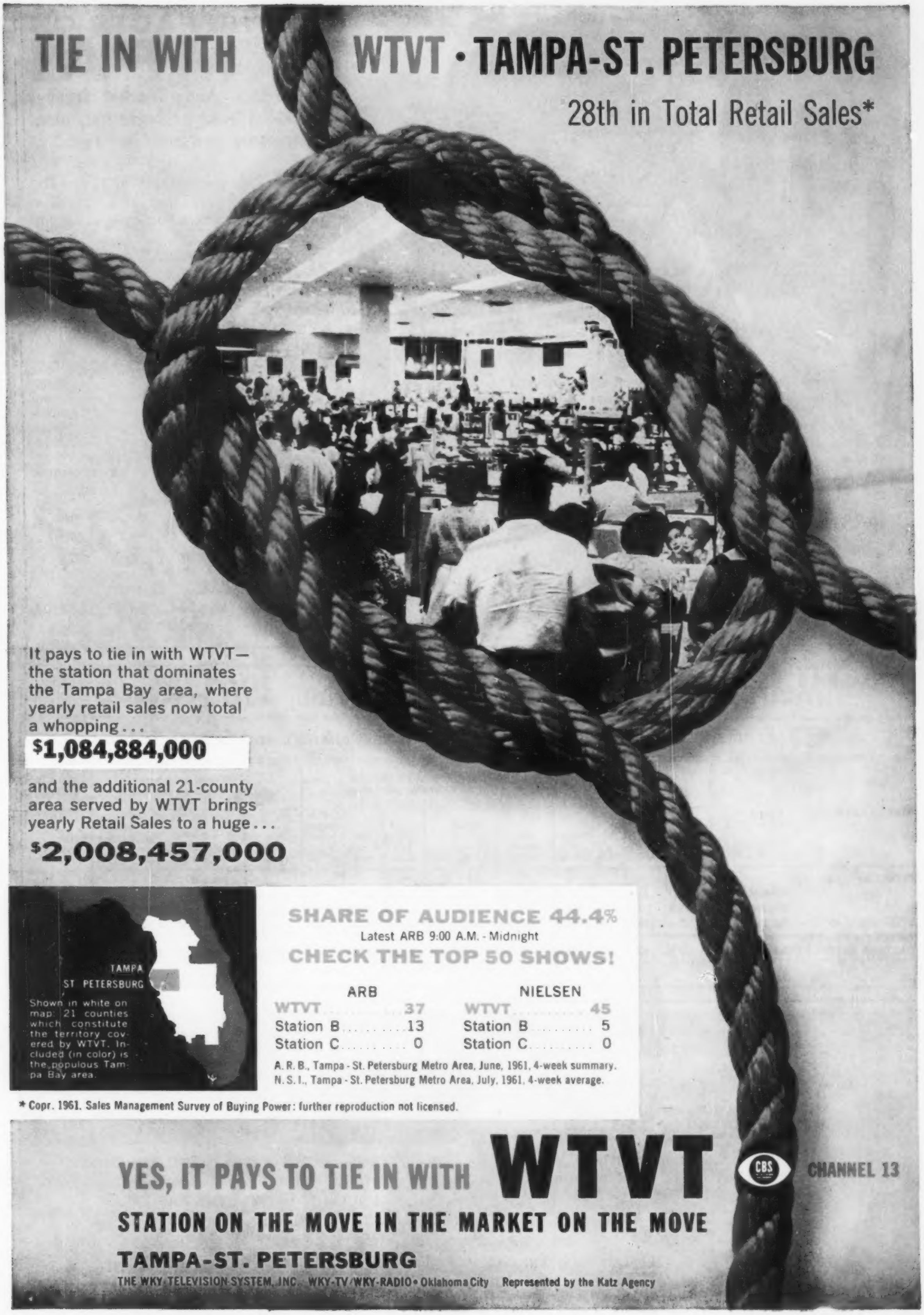
1960 Employment in 3-Digit SIC Industries, by States and Regions, Pages 77-105



TIE IN WITH WTVT · TAMPA-ST. PETERSBURG
28th in Total Retail Sales*
It pays to tie in with WTVT— the station that dominates the Tampa Bay area, where yearly retail sales now total a whopping...
$1,084,884,000
and the additional 21-county area served by WTVT brings yearly Retail Sales to a huge...
$2,008,457,000
TAMPA
ST PETERSBURG
Shown in white on map: 21 counties which constitute the territory covered by WTVT. Included (in color) is the populous Tampa Bay area.
SHARE OF AUDIENCE 44.4%
Latest ARB 9:00 A.M. - Midnight
CHECK THE TOP 50 SHOWS!
ARB
WTVT 37
Station B 13
Station C 0
NIELSEN
WTVT 45
Station B 5
Station C 0
A. R. B., Tampa - St. Petersburg Metro Area, June, 1961, 4-week summary.
N. S. I., Tampa - St. Petersburg Metro Area, July, 1961, 4-week average.
* Copr. 1961. Sales Management Survey of Buying Power: further reproduction not licensed.
YES, IT PAYS TO TIE IN WITH WTVT
CBS
CHANNEL 13
STATION ON THE MOVE IN THE MARKET ON THE MOVE
TAMPA-ST. PETERSBURG
THE WKY TELEVISION SYSTEM, INC. WKY-TV/WKY-RADIO • Oklahoma City Represented by the Katz Agency

GET THE FACTS ON

TAMPA!

New, custom-made Market Surveys now available to industrialists, plant site engineers and manufacturers.

At no cost to you, the Research Department of the Committee of 100 of the Greater Tampa Chamber of Commerce will prepare a Market Survey specifically keyed to your product.

You ask the questions. We will supply the answers — accurately, up-to-date, and in strictest confidence — free!

Write S. R. Timberman, Jr., Manager, Committee of 100, Greater Tampa Chamber of Commerce.

WRITE FOR FREE BROCHURE—"TAMPA FACTS"

40-page booklet gives complete picture of Tampa's industrial, commercial, cultural and recreational assets. Write S. D. Brorein, Chairman, Committee of 100, Greater Tampa Chamber of Commerce.

Tampa

HILLSBOROUGH COUNTY, FLORIDA

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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FLORIDA (*Cont'd*)																		
	Hillsborough...	424.7	.2263		131.6	757,584	.1989		1,784	5,781	111	639,498	.2689		4,863	115	.2239	99
	Pinellas.......	426.4	.2272		161.4	903,640	.2338		2,119	5,599	122	661,207	.2781		4,097	126	.2457	108
WEST PALM BEACH...	Palm Beach...	253.1	.1348	110	84.5	517,519	.1338	110	2,045	6,124	119	435,802	.1833	82	5,157	121	.1489	110
Potential Areas																		
DAYTONA BEACH.....	Volusia.......	133.5	.0711	185	48.0	249,539	.0646	190	1,869	5,199	115	220,073	.0925	153	4,585	122	.0743	105

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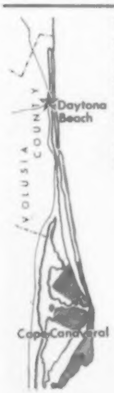

Whatever you sell—from food to furniture, from detergents to cars—Daytona Beach (Metropolitan Volusia County) is a BIG, active market . . . a growing market reached effectively and economically through The NEWS-JOURNAL. During the past year alone **POPULATION was UP 4,900* (to 133,500); CIRCULATION UP 2,571** (to 52,772).**

FABULOUS GROWTH predicted for Daytona Beach, Florida

Your Advertising Message gets "BUYING POWER" coverage at ONE LOW COST!

For brilliant performance of your advertising, simply add ROP Color to the established reader acceptance of the "creative" NEWS-JOURNAL.

Write For Your Copy of Market Information: "ACTION FIGURES — BIG IN '62"

• MORNING • EVENING • SUNDAY THE DAYTONA BEACH News-Journal Daytona Beach, Florida

* Sales Management ** ABC Audit—March 31, 1961.

Represented Nationally by WARD-GRIFFITH
In Florida by PUBLISHERS' REPRESENTATIVES OF FLORIDA

Tampa-St. Petersburg

TV HOMES UP 53,000 IN ONE YEAR

...in the land of Profitunity!

TV homes in the WFLA-TV 28-county sales area jumped an amazing 53,000* in one year (June 1960-June 1961). This increase represents 39.3% of the total increase in the entire state of Florida.

Cash in on this growing market! Spot your product or service on WFLA-TV — the station that offers the most homes per quarter-hour from sign-on to midnight* in the West Coast and Central Florida, *including Florida's largest city — Tampa!*

*ARB estimates, June 1961

Channel 8

wfla-tv NBC

TAMPA - ST PETERSBURG

NATIONAL REPRESENTATIVES, BLAIR-TV

The Survey of Buying Power

Where Advertisers, Agencies and Media MEET and AGREE

WSUN Radio Dominates

The Tampa-St. Petersburg Market with it's 29 County Coverage

WSUN 620KC

TAMPA-ST. PETERSBURG

Natl. Rep: VENARD, RINTOUL & McCONNELL

S. E. Rep. JAMES S. AYERS

SOURCE NCS2

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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FLORIDA (*Cont'd*)																		
GAINESVILLE	Alachua	76.6	.0408	273	20.2	116,826	.0302	289	1,525	5,783	107	85,080	.0357	292	4,212	112	.0340	83
LAKELAND	Polk	208.8	.1113	129	61.6	360,855	.0933	143	1,728	5,858	113	300,245	.1263	114	4,874	119	.1068	96
PANAMA CITY	Bay	72.7	.0388	282	19.8	124,962	.0323	285	1,719	6,312	116	96,941	.0408	272	4,896	122	.0362	93
SARASOTA	Sarasota	86.1	.0458	258	31.0	170,128	.0440	243	1,976	5,488	120	165,983	.0698	185	5,354	121	.0521	114
TALLAHASSEE	Leon	78.5	.0418	271	20.5	139,930	.0362	268	1,783	6,826	113	106,988	.0450	252	5,219	119	.0400	96
Total Above Areas		4,262.0	2.2710		1,356.0	8,679,097	2.2439		2,036	6,401		6,717,871	2.8253		4,954		2.4241	107
State Totals		5,411.6	2.8835		1,698.0	10,361,492	2.6788		1,915	6,102	117	8,154,605	3.4296		4,802	120	2.9450	102
GEORGIA																		
Standard Areas																		
ALBANY	Dougherty	87.4	.0465	256	23.0	146,677	.0379	258	1,678	6,377	119	91,274	.0384	279	3,968	113	.0398	86

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HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen.

These detailed four-page forms will give you all the base information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

630 Third Ave. New York 17, N. Y.

CENTRAL FLORIDA TELEVISION

To young, active and growing Central Florida families, TV is a vital part of everyday activity.

Viewer preference for WESH-TV, WDBO-TV, and WLOF-TV is dramatically proved with the latest ARB combined average Frequency Index of 10.6

WESH-TV, WDBO-TV, and WLOF-TV PENETRATE OVER 8 OUT OF 10 HOMES IN THE GROWING BILLION DOLLAR CENTRAL FLORIDA MARKET

THE EXCLUSIVE TV MARKET of Central Florida covers 19 counties. One-fourth of Florida's TV homes are here.

OVER 1,143,600 CONSUMERS buy in this primary coverage area.

PRIMARY COVERAGE of more metropolitan areas than in any other Florida TV market. Over 20 growing communities with populations in excess of 10,000 are here, including such key cities as Orlando, Daytona Beach, Winter Haven, Gainesville, Cocoa and the Cape Canaveral area.

WLOF-TV
Ch. 9-ABC
Young TV

WESH-TV
Ch. 2-NBC
Avery-Knodel

WDBO-TV
Ch. 6-CBS
Blair TV Assoc.

. . . PENETRATING OVER 8 OUT OF 10 HOMES IN THE BILLION DOLLAR CENTRAL FLORIDA MARKET.

DYNAMIC BALTIMORE

3½ million square feet of totally new retail store floor area is a staggering amount. But that's how much (at least) will be added in the Baltimore area within the next 18 months. It's the biggest retail boom in Baltimore's history. And bear in mind, this is a city that already tops the 2-billion-dollar-a-year mark in retail sales. This is a city that has increased its retail sales a fantastic 63.5% since 1948. This is a city whose 22-acre heart-of-downtown is also being torn down and completely rebuilt. Of this all-new 3½ million square feet, 1½ million of it will be occupied before the end of this very year. ■ This is Dynamic Baltimore, where you reach a dynamic buying audience. That's where the Sunpapers come in. Why? Half the families in the entire state of Maryland live within a 15-mile radius from the center of downtown. In this compact area—roughly the ABC City Zone—an estimated 92% of all retail sales are made. This same area accounts for 80% of our over 410,000 daily circulation (77% of it home delivered) and 82% of our over 321,000 Sunday circulation (80% of it home delivered). ■ What we've been building up to is this: "In Dynamic Baltimore, everything revolves around The Sun."

SUNPAPERS

"Everything in Baltimore revolves around The Sun"

National Representatives:
Cresmer & Woodward—New York, San Francisco, Los Angeles
Scolaro, Meeker & Scott—Chicago, Detroit

Circulation Figures: ABC Publisher's Statement 3/31/61

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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GEORGIA (*Cont'd*)																		
ATLANTA		1,124.4	.5992	22	321.4	2,472,307	.6392	24	2,199	7,692	115	1,562,367	.6571	24	4,861	111	.6365	106
	Clayton	55.1	.0294		14.3	95,111	.0246		1,726	6,651	125	25,787	.0108		1,803	118	.0214	73
	Cobb	134.3	.0715		36.4	222,847	.0576		1,659	6,122	126	126,874	.0534		3,486	124	.0591	83
	De Kalb	305.8	.1630		86.9	815,064	.2108		2,665	9,379	126	230,835	.0971		2,656	123	.1671	103
	Fulton	582.6	.3105		171.2	1,281,486	.3313		2,200	7,485	108	1,143,844	.4811		6,681	108	.3721	120
	Gwinnett	46.6	.0248		12.6	57,799	.0149		1,240	4,587	113	35,027	.0147		2,780	116	.0168	68
AUGUSTA		232.2	.1238	119	60.7	424,053	.1096	124	1,826	6,986	111	245,426	.1032	142	4,043	109	.1105	89
	Aiken, S. C.	89.6	.0478		23.9	176,871	.0457		1,974	7,400	117	65,058	.0273		2,722	117	.0406	85
	Richmond	142.6	.0760		36.8	247,182	.0639		1,733	6,717	107	180,368	.0759		4,901	106	.0699	92
COLUMBUS		232.9	.1241	118	59.7	420,136	.1087	126	1,804	7,037	110	211,411	.0889	160	3,541	110	.1059	85
	Chattahoochee	13.1	.0070		1.3	28,587	.0074		2,182	21,990	105	1,351	.0006		1,039	110	.0053	76
	Russell, Ala.	47.8	.0255		12.1	57,486	.0149		1,203	4,751	108	19,573	.0082		1,618	111	.0150	59
	Muscogee	172.0	.0916		46.3	334,063	.0864		1,942	7,215	111	190,487	.0801		4,114	110	.0856	93
MACON		195.1	.1040	136	54.1	320,623	.0829	159	1,643	5,926	112	200,744	.0844	163	3,711	112	.0875	84
	Bibb	148.6	.0792		42.2	247,247	.0639		1,664	5,859	109	165,988	.0698		3,933	110	.0687	87
	Houston	46.5	.0248		11.9	73,376	.0190		1,578	6,166	124	34,756	.0146		2,921	119	.0188	78
SAVANNAH	Chatham	198.1	.1055	134	55.9	338,304	.0874	153	1,708	6,052	109	213,233	.0897	157	3,815	110	.0917	87
Total Above Areas		2,070.1	1.1031		574.8	4,122,100	1.0657		1,991	7,171		2,524,455	1.0617		4,392		1.0719	97
State Totals		4,098.1	2.1837		1,113.2	6,362,199	1.6448		1,552	5,715	109	4,284,078	1.8018		3,848	109	1.7997	82
MARYLAND																		
Standard Areas																		
BALTIMORE		1,793.0	.9554	12	502.3	3,849,072	.9951	13	2,147	7,663	107	2,216,208	.9321	14	4,412	108	.9683	101

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The 31-story Bank of Georgia opened in April.


Atlanta's spectacular new $20 million airport terminal opened in May.


Atlanta Merchandise Mart, July.


22-Story Electric Bldg., February.

ATLANTA SOARED IN '61

These four major buildings opened this year... and more on the way

Dramatic as these photographs are, they show only a part of the tremendous growth picture in Metropolitan Atlanta, now a city of over one million people. In addition to these multi-million dollar buildings completed and opened during the first nine months of 1961, a staggering $64,214,161 in building permits were issued and construction started in the corporate city.

Advertisers who want to grow with Atlanta are using the help of the South's largest newspapers, The Atlanta Journal and Constitution. Circulation 501,826.

The Atlanta Journal

Covers Dixie Like the Dew

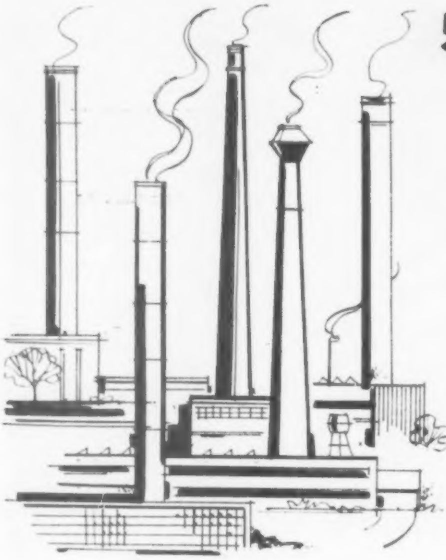
THE ATLANTA CONSTITUTION

The South's Standard Newspaper

Represented by Kelly-Smith Co.

Circulation 501,826 (ABC-3/31/61)

COX NEWSPAPERS—The Atlanta Constitution, The Atlanta Journal, Dayton Daily News, Dayton Journal Herald, Miami News, Springfield Daily News & The Sun.



5 New Plants in Hagerstown

. . . with 3000 new jobs !

The official report of the Economic Development Commission of Washington County shows that five new plants located in Hagerstown during the past year and that four other plants expanded their facilities here — creating a potential of *3000 new jobs!* Further expansion is going on. If you've been missing some of your market elsewhere, you may find it in Hagerstown.

Get the facts. Ask for our new market data book — with complete details on Maryland's second market and the saturation coverage of The Herald-Mail.

The Herald-Mail
HAGERSTOWN, MD.

Burke, Kuipers & Mahoney • National Representatives

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
MARYLAND (*Cont'd*)																		
	Anne Arundel	240.0	.1279		59.4	534,054	.1381		2,225	8,991	123	239,754	.1009		4,036	120	.1249	98
	1Baltimore	1,458.8	.7773		417.9	3,161,925	.8174		2,167	7,566	104	1,882,336	.7916		4,504	106	.8015	103
	Carroll	54.1	.0288		14.5	83,448	.0216		1,542	5,755	105	58,537	.0247		4,037	107	.0240	83
	Howard	40.1	.0214		10.5	69,645	.0180		1,737	6,633	118	35,581	.0149		3,389	120	.0178	83
Potential Areas																		
CUMBERLAND	Allegany	81.8	.0436	265	25.2	134,260	.0347	275	1,641	5,328	98	96,181	.0404	273	3,817	101	.0382	88
HAGERSTOWN	Washington	92.8	.0494	243	27.7	173,343	.0449	239	1,868	6,258	106	109,917	.0463	247	3,968	109	.0462	94
Total Above Areas		1,967.6	1.0484		555.2	4,156,675	1.0747		2,113	7,487		2,422,306	1.0188		4,363		1.0527	100
State Totals		3,313.6	1.7656		919.3	7,616,982	1.9692		2,299	8,286	112	4,031,355	1.6955		4,385	111	1.8464	105

1 Baltimore County combined with Independent City of Baltimore.

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and the evening News-Post Reaches More Households than any other Baltimore Daily Newspaper . . .

According to a 1961 Study by Daniel Starch & Staff, of Total Household Coverage by Daily Newspapers in the Baltimore Standard Metropolitan Area, The News-Post rates highest with a 41.3%. The Second Newspaper gives only 38.9% coverage . . . while the Third Newspaper offers just 29.0%. The Baltimore News-Post also offers greater coverage in other vital categories, including: exclusive household coverage . . . three or more persons households . . . households with children under 15 years of age . . . households with young men . . . and others! The Baltimore News-Post is Maryland's Largest Daily Newspaper. For the latest FACTS on Baltimore Daily Coverage —ask the H.A.S. Man.

The Baltimore News-Post

Maryland's Largest Daily Newspaper

Represented Nationally by HEARST ADVERTISING SERVICE INC.

OFFICES IN: New York Boston Albany Baltimore Philadelphia Pittsburgh Miami Beach Chicago Detroit Milwaukee San Antonio Dallas Los Angeles San Francisco Seattle

Doing business in CHARLOTTE, N.C.? ...or planning to?

YOU NEED OUR NEW "TOP TEN BRANDS" STUDY!

The 1961-62 edition of TOP TEN BRANDS IN CHARLOTTE, N. C., measures Charlotte Metro Area brand preferences, and includes figures for 1959, 1960 and 1961 in more than 120 consumer product classifications.

Yes, the book is ready! But the real PLUM for advertisers is the 38-county "Zone of Influence"* delivered by The Observer-News every day and reaching nearly 2-million Carolinians who spend more than 2-billion yearly in retail dollars. For the story on the HEART of this plum, get your copy of TOP TEN BRANDS. Your Katz Agency representative, or B. J. Kelley, Natl. Adv. Mgr., will also fill you in with the **complete** market story.

*38 contiguous counties containing 21 where coverage equals 20% or more of households plus 17 with 20% or more coverage of households in one or more principal cities.

The Charlotte Observer

THE CHARLOTTE NEWS

COMBINED DAILY CIRCULATION **228,575**

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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NORTH CAROLINA																		
Standard Areas																		
ASHEVILLE	Buncombe	131.0	.0696	193	38.7	223,297	.0577	203	1,705	5,770	104	184,923	.0778	175	4,778	107	.0662	95
CHARLOTTE	Mecklenberg	298.0	.1588	89	84.2	645,049	.1667	86	2,165	7,661	113	448,827	.1885	78	5,324	112	.1717	108
DURHAM	Durham	116.5	.0620	202	32.5	214,276	.0554	212	1,839	6,593	104	131,841	.0554	217	4,057	102	.0567	91

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WSOC-TV and Charlotte . . . station and city on the grow, grow, grow!

Charlotte is one of your finest areas for sales growth. Business expansion far outstrips U. S. average, and Charlotte leads in healthy N.C. by a healthy margin. Nation's 29th in wholesale distribution; tops giants like Louisville, Richmond, Miami. Get more sales, more advertising exposure for your money. Get on Charlotte's WSOC-TV, a great area station of the nation.

Charlotte's industrial and business development first 6 months 1961:*

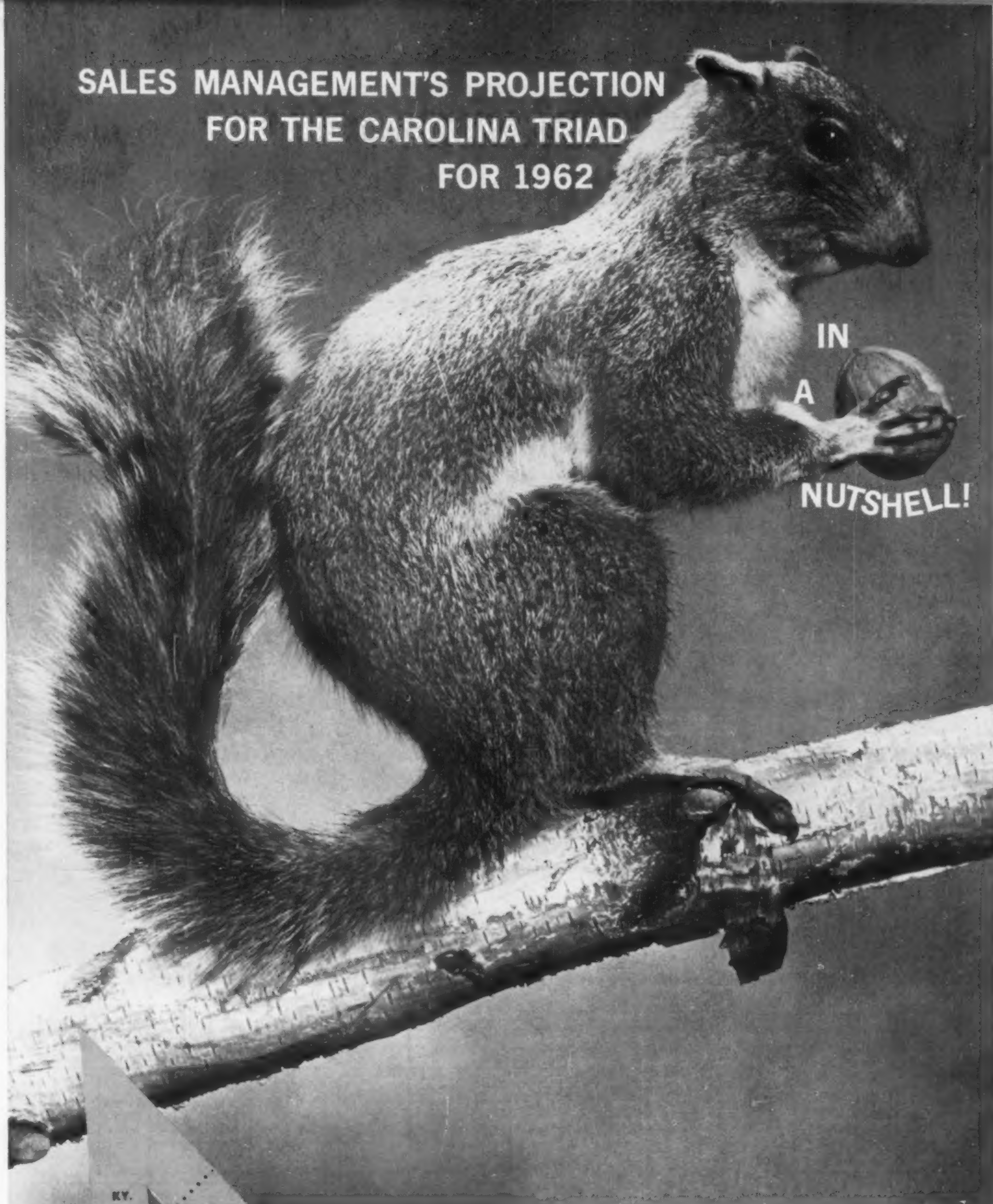
33 new firms
Plant investments by new firms—up 205%
New jobs created —up 12%
Amount building space used—up 31%

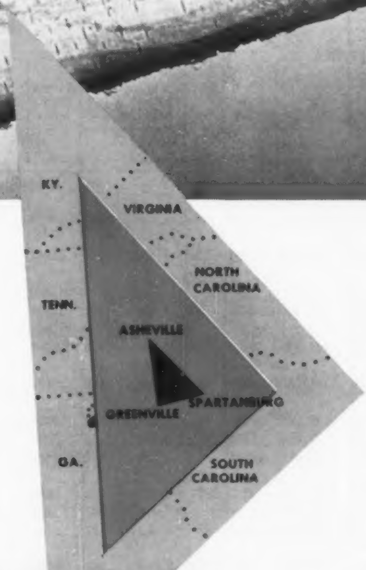
* Compared with same period '60

WSOC-TV

CHARLOTTE 9
NBC and ABC
Represented by H-R

WSOC-TV and WSOC are associated with WSB and WSB-TV, Atlanta; WHIO and WHIO-TV, Dayton





THE CAROLINA TRIAD
6 States • 82 Counties

Population	**3,174,900**
Households	**863,000**
Income	**$4,513,519,000**
Retail Sales	**$2,993,113,000**

Again in '62 WLOS-TV will be your best buy in the Carolina Triad — covering 6 States, 82 Counties.

Dominant in The Carolina Triad

WLOS-TV

abc

A Wometco Enterprises Inc. Station Serving
GREENVILLE — ASHEVILLE — SPARTANBURG

Represented by Peters, Griffin, Woodward, Inc. • Southeastern Representative: James S. Ayers Co.

WOMETCO ENTERPRISES INC.

WTVJ
WLOS-TV
KVOS-TV
WFGA-TV
(Affiliate)

Greensboro- GREEN THUMB OF THE NEW SOUTH'S MARKETS

In the Top 20 in Total Retail Sales

Stands Out in Furniture, Household and Appliance Sales

Plant your household advertising in Greensboro — the market with a knack for making sales grow. Greensboro sells a lot of furniture, household goods and appliances — trails just behind such primary markets as Knoxville and Little Rock. To reach this responsive market, advertise in the Greensboro News & Record — the only medium with dominant coverage in the Greensboro Market and selling influence in over half of North Carolina. Over 100,000 circulation; over 400,000 readers.

Greensboro—In the Top 20 Retail Markets of the South and in the Top 100 of the Nation

Write on company letterhead for "1961 Major U.S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

Greensboro News and Record

GREENSBORO, NORTH CAROLINA • Represented Nationally by Jann & Kelley, Inc.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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NORTH CAROLINA (*Cont'd*)																		
GREENSBORO-HIGH POINT	Guilford	264.8	.1410	103	74.2	528,736	.1367	106	1,997	7,126	110	387,142	.1628	91	5,218	110	.1454	103
RALEIGH	Wake	179.8	.0958	145	48.3	334,426	.0865	155	1,860	6,924	109	236,455	.0994	145	4,896	109	.0922	96
WINSTON-SALEM	Forsyth	202.4	.1078	131	57.8	393,979	.1019	133	1,947	6,816	112	255,509	.1075	135	4,421	113	.1048	97
Potential Areas																		
BURLINGTON	Alamance	90.3	.0482	248	25.2	158 .22	.0410	249	1,757	6,295	108	100,486	.0422	263	3,988	108	.0428	89
FAYETTEVILLE	Cumberland	168.5	.0898	151	38.4	.57,937	.0667	186	1,531	6,717	121	158,933	.0669	191	4,139	120	.0714	80
GASTONIA	Gaston	132.5	.0707	189	36.2	218,162	.0564	208	1,647	6,027	106	121,063	.0509	231	3,344	106	.0576	81
KANNAPOLIS-SALISBURY		154.0	.0820	166	44.2	263,484	.0681	180	1,711	5,961	104	156,654	.0659	192	3,544	106	.0703	86
	Cabarrus	69.3	.0369		19.8	115,646	.0299		1,669	5,841	104	77,980	.0328		3,938	105	.0322	87
	Rowan	84.7	.0451		24.4	147,838	.0382		1,745	6,059	105	78,674	.0331		3,224	107	.0381	84
ROCKY MOUNT		116.3	.0621	204	28.7	154,613	.0400	253	1,329	5,387	102	98,584	.0415	267	3,435	103	.0449	72
	Edgecombe	54.9	.0293		13.3	71,916	.0186		1,310	5,407	104	45,403	.0191		3,414	106	.0209	71
	Nash	61.4	.0328		15.4	82,697	.0214		1,347	5,370	101	53,181	.0224		3,453	101	.0240	73
WILMINGTON	New Hanover	74.7	.0398	277	21.8	126,874	.0328	283	1,698	5,820	108	97,244	.0409	270	4,461	109	.0366	92
Total Above Areas		1,928.8	1.0278		530.2	3,519,455	.9099		1,825	6,638		2,377,121	.9997		4,483		.9606	93
State Total		4,723.5	2.5169		1,248.8	7,116,503	1.8398		1,507	5,699	108	4,749,190	1.9974		3,803	100	2.0225	80

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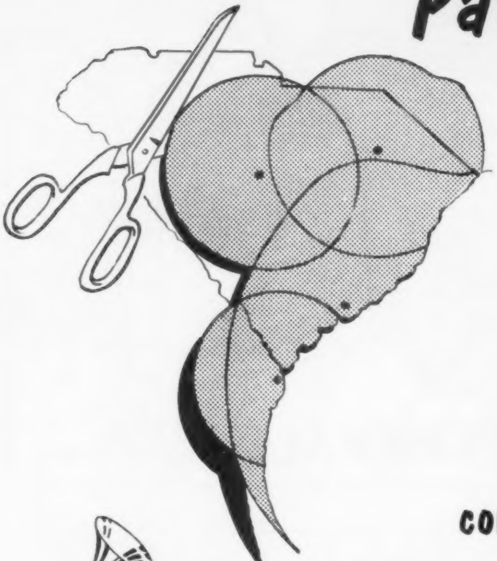
Pattern for Profit...



Cut your accounts in on the finest profit pattern in South Carolina, the Speidel Group coverage.

Speidel alone concentrates on the vast Negro market, and they deliver 88% of S. C.'s total Negro population. Their specialized programming to this special audience results in remarkable listener loyalty. Get success stories and details on multi-station discounts from Bob Dore or Dora-Clayton.

The Speidel pattern covers more than 1,000,000 Negroes —nearly one-half of S. C.'s total population.

concentrated coverage where it counts

GOLDEN HORN STATIONS
SPEIDEL
BROADCASTING CORPORATION

WOIC 5000 W 1470 KC COLUMBIA, S. C.

WPAL 1000 W 730 KC CHARLESTON, S. C.

WSOK SAVANNAH, GA. JUST ADDED

WYNN 250 W 540 KC FLORENCE, S. C.

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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SOUTH CAROLINA																		
Standard Areas																		
CHARLESTON	Charleston	231.3	.1233	120	59.1	354,426	.0917	148	1,532	5,997	109	212,932	.0896	156	3,603	108	.0974	79
COLUMBIA		285.7	.1523	94	68.4	438,336	.1133	120	1,534	6,408	113	274,300	.1154	122	4,010	110	.1217	80
	Lexington	66.0	.0352		17.6	86,940	.0225		1,317	4,940	115	55,690	.0234		3,164	116	.0253	72
	Richland	219.7	.1171		50.8	351,396	.0908		1,599	6,917	112	218,610	.0920		4,303	109	.0964	82
GREENVILLE	Greenville	223.2	.1189	125	62.7	385,512	.0996	138	1,727	6,149	109	247,673	.1041	141	3,950	108	.1048	88
Potential Areas																		
ANDERSON	Anderson	99.2	.0528	233	28.1	137,349	.0355	272	1,385	4,888	104	87,669	.0369	285	3,120	105	.0394	75
SPARTANBURG	Spartanburg	159.4	.0849	160	44.0	236,533	.0612	197	1,484	5,376	102	140,948	.0593	209	3,203	102	.0654	77
Total Above Areas		998.8	.5322		262.3	1,552,156	.4013		1,554	5,917		963,522	.4053		3,673		.4287	80
State Total		2,465.9	1.3139		624.1	3,280,668	.8481		1,330	5,257	107	2,043,069	.8593		3,274	107	.9446	72

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Canadian Metropolitan Area Projections, Pages 247-256

One of the Best!

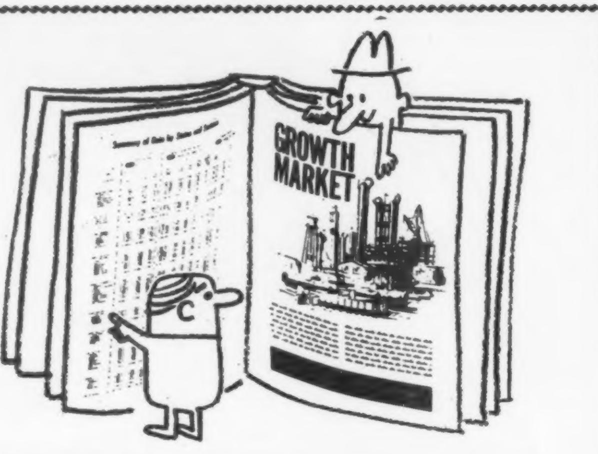
NEWPORT NEWS HAMPTON

VIRGINIA

POPULATION NOW

246,900

See this issue of Sales Management for details of growth.



DAILY PRESS and TIMES-HERALD

Sawyer-Ferguson-Walker

Metropolitan Area Projections to Jan., 1963–(Cont'd)

WS Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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VIRGINIA																		
Standard Areas																		
LYNCHBURG		112.2	.0597	211	30.5	164,198	.0424	245	1,463	5,384	104	128,349	.0539	225	4,208	106	.0493	83
	Amherst	23.2	.0123		5.3	24,683	.0064		1,064	4,657	107	12,936	.0054		2,441	114	.0073	59
	Campbell	89.0	.0474		25.2	139,515	.0360		1,568	5,536	103	115,413	.0485		4,580	105	.0420	89
NEWPORT NEWS-HAMPTON		246.9	.1315	113	65.5	448,648	.1160	117	1,817	6,850	114	254,878	.1072	136	3,891	113	.1165	89
	Newport News	222.0	.1183		58.9	409,933	.1060		1,847	6,960	113	243,691	.1025		4,137	112	.1074	91
	York	24.9	.0132		6.6	38,715	.0100		1,555	5,866	122	11,187	.0047		1,695	120	.0091	69
NORFOLK-PORTSMOUTH		606.6	.3232	49	160.1	1,220,450	.3155	54	2,012	7,623	108	630,087	.2650	62	3,936	110	.3019	93
	Norfolk	506.8	.2701		134.9	1,029,393	.2661		2,031	7,631	106	572,265	.2407		4,242	109	.2593	96
	Princess Anne	99.8	.0531		25.2	191,057	.0494		1,914	7,582	125	57,822	.0243		2,295	121	.0426	80
RICHMOND		424.3	.2261	65	123.3	837,539	.2166	69	1,974	6,793	108	633,733	.2666	61	5,140	109	.2335	103
	Chesterfield	79.5	.0424		21.1	142,141	.0368		1,788	6,737	118	37,928	.0160		1,798	118	.0317	75
	Henrico	344.8	.1837		102.2	695,398	.1798		2,017	6,804	106	595,805	.2506		5,830	108	.2018	110

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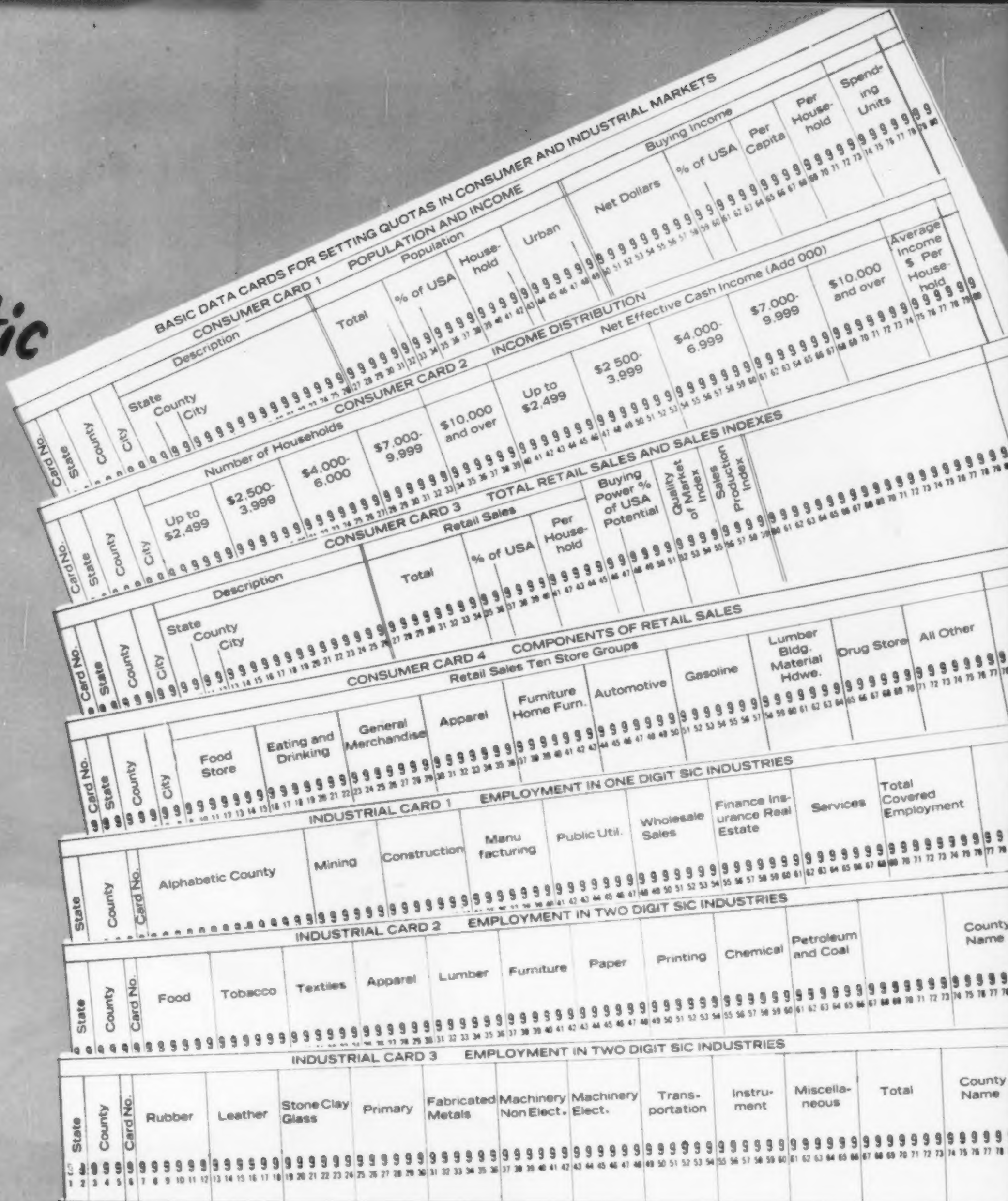
Definition of "Buying Power Index"

Any estimate of a market's share of the U.S. potential must take into account the market's population, buying power and actual retail buying. The Buying Power Index weights a market's per cent of the national population by 2, its per cent of the income by 5, and its per cent of the retail sales by 3, and fuses them into a single yardstick of the market's share of the U.S. potential.

For fast automatic sales quota setting



Additional Factors Available on IBM County cards.

Further Breakdown of Retail Sales:

- Grocery stores
- Department stores
- Eating places
- Drinking places
- Tire, Battery, Auto Accessory
- Jewelry stores
- Hardware stores
- Apparel, specialty and furs

Special Indexes of Demand:

- Index of Suburban Demand
- Index of Teen Age Demand
- Index of Medical Equipment Demand
- Index of Office Equipment Demand
- Index of Style and Quality Demand

Other Data on IBM Cards

Data from prior SM Surveys

Names and locations of 12,000 mfg. plants with over 250 employees, 4-digit SIC.

Data on Payrolls, Employment, Size of Plant from County Business Patterns, 1, 2, and 3-digit SIC.

No. of Plants, Employment, by states, 3 and 4-digit SIC.

By using only those cards conforming to your particular sales areas you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own areas, to estimate sales potentials for consumer, commercial and industrial markets.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own installation, you can prepare them yourself by buying the cards (See actual layout forms above).

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

SEND FOR FREE BOOKLET "BRINGING THE CENSUS UP-TO-DATE"

The story of how a small group of economics consultants help set quotas for American Business.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT

630 Third Avenue, New York 17, N. Y.—YU-6-8557

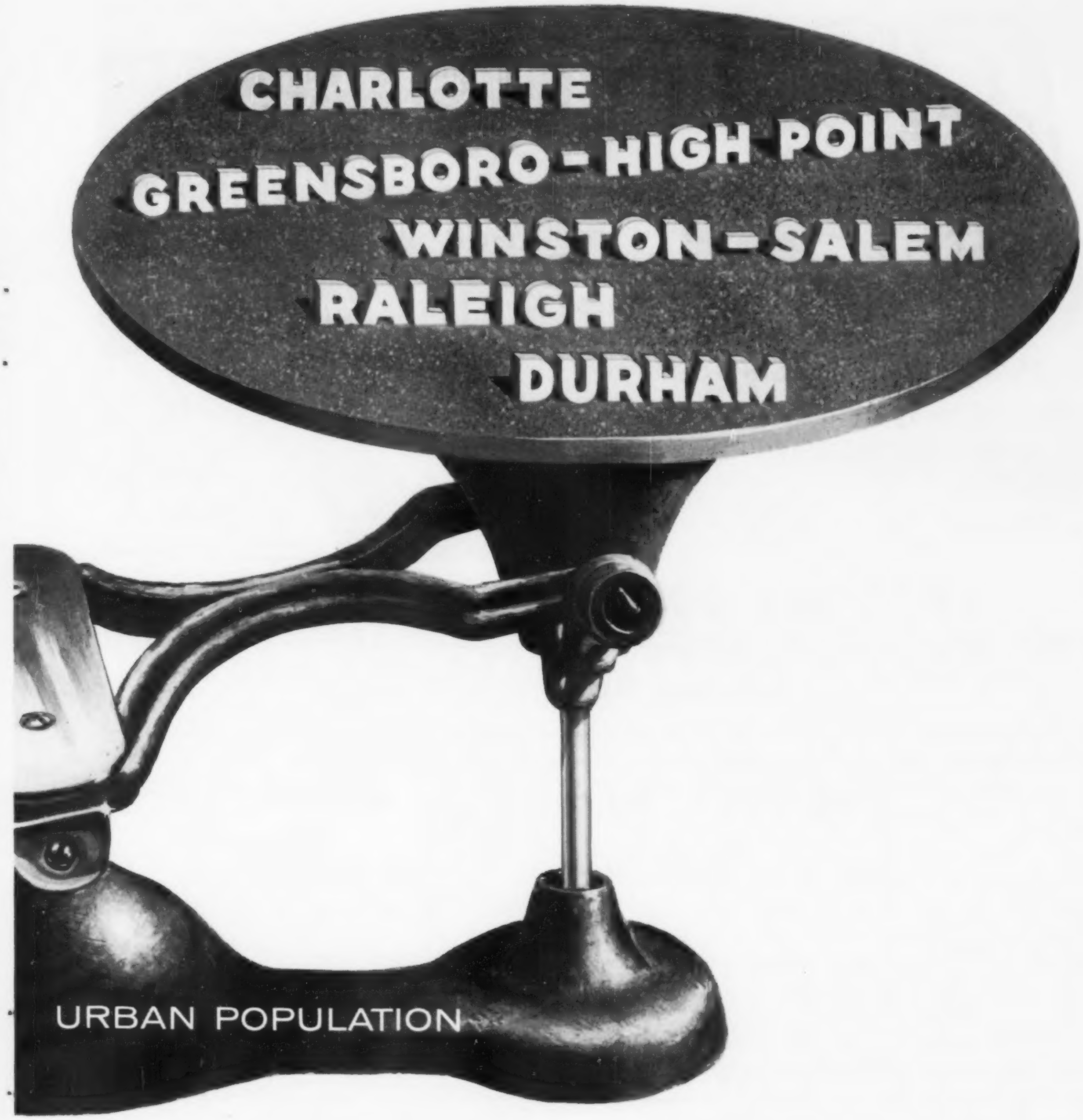
Incredible—but True!

Yes, metro Norfolk-Newport News is greater in urban population than all those metro areas combined (source: *Sales Management's* Survey of Buying Power).

Dig a little in Tidewater Virginia and you'll find other surprises—and a lot of *treasure* buried statistically.

For example, standard market statistics omit many millions in retail sales by the *dozens* of commissaries, post exchanges, shops, clubs, etc., operated here by Army, Navy, and Air Force bases for service personnel, their families, and authorized civilians.

Just the *civilians* employed by federal installations here (greatest military concentration in the world) outnumber all manufacturing production workers in the State of Delaware!

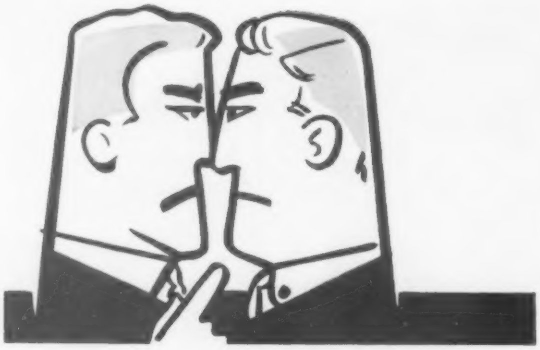


Another hidden plus—of $200 million in effective buying income—lies in the fact that the huge armed forces payroll is largely available for *discretionary* spending.

These are some of the reasons why Philip Salisbury, editor and publisher of *Sales Management* has called Norfolk-Newport News "America's most misunderstood market."

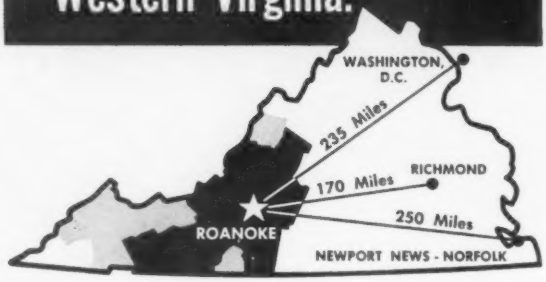
For more information, write to any of these stations, at Norfolk, Va.

WTAR-TV	WVEC-TV	WAVY-TV
CHANNEL 3—CBS	CHANNEL·13—ABC	CHANNEL 10—NBC



FLASH! World-News Wins SNPA South Eastern Newspaper Annual ROP COLOR SWEEPSTAKES AWARD

Roanoke, Virginia, is the undisputed *major* center of industrial, commercial, financial and transportation activity for all of Western Virginia.



THE ROANOKE TIMES   The Roanoke World-News

SAWYER - FERGUSON - WALKER, *Nat'l Representatives*

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VIRGINIA *(Cont'd)*																		
ROANOKE	Roanoke	163.1	.0870	156	48.0	302,221	.0782	167	1,853	6,296	106	218,717	.0920	154	4,557	107	.0841	97
Potential Areas																		
1BRISTOL-JOHNSON CITY-KINGSPORT		285.0	.1519	95	78.1	407,791	.1054	129	1,431	5,221	106	306,374	.1290	110	3,923	107	.1219	80
	Carter, Tenn.	41.8	.0223		11.3	52,704	.0136		1,261	4,664	104	27,052	.0114		2,394	106	.0147	66
	Sullivan, Tenn.	121.3	.0647		33.9	200,895	.0519		1,656	5,926	109	159,707	.0672		4,711	109	[illegible]	91
	Washington, Tenn.	67.1	.0357		18.1	91,738	.0238		1,367	5,068	105	67,452	.0284		3,727	105	.0276	77
	Washington	54.8	.0292		14.8	62,464	.0161		1,140	4,220	102	52,163	.0220		3,525	105	.0205	70

1 Virginia counties only included in "Total Above Areas."

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IN A NUTSHELL . . .

WDBJ covers 25 counties with 210,500 homes (this is a full six counties and 35,800 homes more than any other Roanoke station's coverage area).* In its hometown Roanoke area WDBJ has the largest adult audience during 12 out of 18 broadcast hours.** That means maximum results for advertisers.

* NCE Advance Report, Sept. '61. ** Pulse Metro Area Audience Comp., Apr. '61.

WDBJ Radio (CBS IN ROANOKE) Is Western Virginia's Most Listened-to Station!

Represented nationally by Peters-Griffin-Woodward, Inc.

WDBJ RADIO • ROANOKE, VIRGINIA • AM 960Kc. • 5,000 watts • FM 94.9Mc. • 14,350 watts

Owned and operated by Times-World Corporation, Roanoke, Virginia

New WDBJ-TV Studios, among the largest and most modern in the entire South. Finest technical equipment — 316,000 watts e. r. p. — CBS affiliate.

WDBJ-TV BRINGS YOU THE NEWS ABOUT CRESCIVE WESTERN VIRGINIA!

New Industries, like this Babcock and Wilcox plant in Lynchburg, are creating new prosperity in the WDBJ-TV coverage area.

New Office Building of Bassett Furniture Industries at Bassett, Va. — largest manufacturers of wooden furniture in the world — is typical of the business expansion taking place in the area.

The growing, expanding Western Virginia market keeps making news with its added industrial expansion and increased business activity. Number one station in this area, WDBJ-TV, Roanoke, now can reach over 400,000 TV homes of Virginia, N. Carolina and W. Virginia — in counties with a population of nearly 2,000,000. As an integral part of your regular schedule or as an ideal test market, you're right to use Roanoke and WDBJ-TV.

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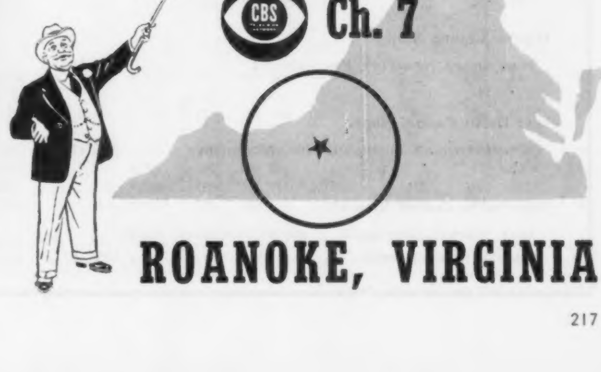
CBS Ch. 7



ROANOKE, VIRGINIA

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION (SM Estimates as of 1/1/63) Total (thous.)	% of U.S.A.	Rank	Households (thous.)	EFFECTIVE BUYING INCOME (SM Estimates, year ending 12/31/62) Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	RETAIL SALES (SM Estimates, year ending 12/31/62) Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	SALES–ADV. CONTROLS Buying Power Index	Quality Index
VIRGINIA *(Cont'd)*																		
DANVILLE	Pittsylvania	104.0	.0554	227	28.2	138,798	.0350	269	1,335	4,922	101	89,868	.0378	281	3,187	103	.0404	73
PETERSBURG-HOPEWELL		112.6	.0600	210	28.5	201,285	.0520	221	1,788	7,063	110	112,540	.0473	242	3,949	110	.0522	87
	Dinwiddie	59.5	.0317		15.1	90,937	.0235		1,528	6,022	103	70,616	.0297		4,677	107	.0270	85
	Prince George	53.1	.0283		13.4	110,348	.0285		2,078	8,235	117	41,924	.0176		3,129	117	.0252	89
Total Above Areas		1,824.5	.9721		408.9	3,375,503	.8727		1,850	6,765		2,120,335	.8918		4,250		.8984	92
State Total		4,150.5	2.2115		1,122.3	7,300,853	1.8875		1,759	6,505	110	4,462,072	1.8767		3,976	110	1.9491	88
WEST VIRGINIA																		
Standard Areas																		
CHARLESTON	Kanawha	257.9	.1374	106	73.5	503,245	.1301	111	1,951	6,847	104	296,887	.1248	115	4,039	106	.1300	95
1HUNTINGTON-ASHLAND		257.3	.1370	108	72.7	428,377	.1107	121	1,665	5,892	104	308,696	.1298	109	4,246	106	.1217	89
	Cabell	108.5	.0578		31.1	209,394	.0541		1,930	6,733	103	164,942	.0694		5,304	105	.0594	103
	Boyd, Ky.	52.6	.0280		15.2	85,944	.0222		1,634	5,654	104	66,777	.0281		4,393	106	.0251	90
	Lawrence, Ohio	57.1	.0304		16.4	84,017	.0217		1,471	5,123	105	59,093	.0248		3,603	107	.0244	80
	Wayne	39.1	.0208		10.0	49,022	.0127		1,254	4,902	105	17,884	.0075		1,788	110	.0128	62
1STEUBENVILLE-WEIRTON		170.7	.0910	150	47.9	332,844	.0861	156	1,950	6,949	104	187,955	.0790	172	3,924	105	.0849	93
	Brooke	29.5	.0158		8.2	56,613	.0146		1,919	6,904	103	19,260	.0081		2,349	104	.0129	82
	Hancock	41.1	.0219		10.4	82,506	.0214		2,007	7,933	105	36,220	.0152		3,483	106	.0196	89
	Jefferson, Ohio	100.1	.0533		29.3	193,725	.0501		1,935	6,612	103	132,475	.0557		4,521	105	.0524	98
WHEELING		188.0	.1001	140	56.8	341,744	.0884	151	1,818	6,017	101	220,888	.0929	152	3,889	104	.0921	92
	Belmont, Ohio	82.3	.0438		25.5	135,278	.0350		1,644	5,305	101	77,347	.0325		3,033	106	.0360	82
	Marshall	38.2	.0203		10.8	64,015	.0166		1,676	5,927	104	28,252	.0119		2,616	107	.0159	78
	Ohio	67.5	.0360		20.5	142,451	.0368		2,110	6,949	100	115,289	.0485		5,624	102	.0402	112
Potential Areas																		
CLARKSBURG	Harrison	75.8	.0404	274	23.0	131,633	.0340	276	1,737	5,723	98	83,052	.0350	294	3,611	101	.0356	88
PARKERSBURG	Wood	82.2	.0438	264	21.0	138,793	.0358	270	1,688	6,609	107	101,568	.0427	258	4,837	108	.0395	90
Total Above Areas		879.2	.4684		250.4	1,596,967	.4128		1,816	6,378		999,794	.4204		3,993		.4263	91
State Total		1,837.6	.9792		467.2	2,886,589	.7463		1,571	6,178	101	1,697,109	.7138		3,633	103	.7831	80

1 West Virginia counties only included in "Total Above Areas."

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EAST SOUTH CENTRAL STATES–218-220

OTHER REGIONS

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION — SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME — SM Estimates, year ending 12/31/62						RETAIL SALES — SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
ALABAMA																		
Standard Areas																		
BIRMINGHAM	Jefferson	655.5	.3493	44	187.7	1,247,230	.3224	53	1,903	6,645	105	777,261	.3269	48	4,141	106	.3291	94
GADSDEN	Etowah	96.3	.0523	234	27.9	145,235	.0376	261	1,477	5,206	102	99,479	.0418	265	3,566	102	.0418	80
HUNTSVILLE	Madison	130.8	.0697	194	34.4	187,343	.0484	230	1,432	5,446	119	143,841	.0605	204	4,181	119	.0563	81
MOBILE	Mobile	346.1	.1844	79	91.6	628,190	.1624	91	1,815	6,858	113	371,361	.1562	96	4,054	110	.1649	89
MONTGOMERY	Montgomery	178.0	.0948	146	48.4	318,360	.0823	161	1,789	6,578	100	218,634	.0911	155	4,476	108	.0874	92
TUSCALOOSA	Tuscaloosa	113.5	.0605	207	28.8	160,296	.0414	248	1,412	5,566	107	98,457	.0414	268	3,419	109	.0452	75
Potential Areas																		
ANNISTON	Calhoun	100.5	.0535	231	27.0	150,501	.0389	254	1,498	5,574	108	93,189	.0392	276	3,451	108	.0419	78
FLORENCE-SHEFFIELD-TUSCUMBIA-MUSCLE SHOALS		112.2	.0599	211	31.0	157,963	.0409	250	1,408	5,096	106	108,490	.0457	250	3,500	106	.0461	77
	Colbert	48.5	.0259		13.3	69,202	.0179		1,427	5,203	107	45,159	.0190		3,395	108	.0198	76
	Lauderdale	63.7	.0340		17.7	88,761	.0230		1,393	5,015	104	63,331	.0267		3,578	104	.0263	77
Total Above Areas		1,734.9	.9244		476.8	2,995,118	.7743		1,726	6,281		1,908,712	.8028		4,003		.8127	88
State Totals		3,331.9	1.7754		901.7	4,767,040	1.2324		1,431	5,287	105	3,116,671	1.3108		3,456	107	1.3845	77
KENTUCKY																		
Standard Areas																		
1HUNTINGTON-ASHLAND		257.3	.1370	108	72.7	428,377	.1107	121	1,665	5,892	104	308,696	.1298	109	4,246	106	.1217	89
	Cabell, W. Va.	108.5	.0578		31.1	209,394	.0541		1,930	6,733	103	164,942	.0694		5,304	105	.0594	103
	Boyd	52.6	.0280		15.2	85,944	.0222		1,634	5,654	104	66,777	.0281		4,393	106	.0251	90
	Lawrence, Ohio	57.1	.0304		16.4	84,017	.0217		1,471	5,123	105	59,093	.0248		3,603	107	.0244	80
	Wayne, W. Va.	39.1	.0208		10.0	49,022	.0127		1,254	4,902	105	17,884	.0075		1,788	110	.0128	62
LEXINGTON	Fayette	141.5	.0754	178	41.0	258,197	.0667	185	1,825	6,297	109	204,816	.0861	161	4,996	108	.0743	99
LOUISVILLE		770.4	.4104	32	224.6	1,500,405	.3879	42	1,948	6,680	109	932,881	.3924	38	4,154	108	.3937	96
	Clark, Ind.	68.3	.0364		19.4	116,016	.0300		1,699	5,980	114	73,942	.0311		3,811	114	.0316	87
	Floyd, Ind.	53.4	.0284		16.0	96,397	.0249		1,805	6,025	106	54,619	.0230		3,414	105	.0250	88
	Jefferson	648.7	.3456		189.2	1,287,992	.3330		1,985	6,808	109	804,320	.3383		4,251	108	.3371	98
Potential Areas																		
OWENSBORO	Daviess	74.3	.0396	278	21.0	115,074	.0298	292	1,549	5,480	108	89,804	.0378	282	4,276	109	.0342	86
PADUCAH	McCracken	59.1	.0315	298	18.6	94,502	.0244	298	1,599	5,081	106	76,280	.0321	298	4,101	107	.0281	89
Total Above Areas		1,097.9	.5849		320.4	2,054,122	.5310		1,871	6,411		1,370,558	.5765		4,278		.5554	95
State Totals		3,079.9	1.6411		864.2	4,455,568	1.1519		1,447	5,156	106	2,951,368	1.2413		3,415	107	1.2766	78
MISSISSIPPI																		
Standard Areas																		
JACKSON	Hinds	203.0	.1082	130	54.8	339,282	.0877	152	1,671	6,191	110	295,856	.1244	116	5,399	107	.1028	95
Potential Areas																		
BILOXI-GULFPORT	Harrison	133.2	.0709	187	34.5	238,053	.0616	195	1,787	6,900	114	125,654	.0529	228	3,642	109	.0609	86
MERIDIAN	Lauderdale	68.1	.0363	287	19.3	92,377	.0239	299	1,356	4,786	104	75,500	.0318	299	3,912	106	.0288	79
Total Above Areas		404.3	.2154		108.6	669,712	.1732		1,656	6,167		497,010	.2091		4,577		.1925	89
State Totals		2,193.9	1.1690		571.2	2,561,386	.6622		1,168	4,484	104	1,748,129	.7352		3,060	105	.7855	67
TENNESSEE																		
Standard Areas																		
CHATTANOOGA		293.4	.1563	92	85.4	485,448	.1255	113	1,655	5,684	108	386,056	.1624	92	4,521	110	.1427	91
	Hamilton	246.5	.1313		72.3	416,842	.1078		1,691	5,765	108	355,426	.1495		4,916	111	.1250	95
	Walker, Ga.	46.9	.0250		13.1	68,606	.0177		1,463	5,237	108	30,630	.0129		2,338	106	.0177	71
KNOXVILLE		381.8	.2035	74	108.6	620,598	.1606	94	1,625	5,715	106	405,901	.1707	88	3,738	106	.1722	85
	Anderson	62.5	.0333		17.0	114,976	.0297		1,840	6,763	106	46,535	.0195		2,737	104	.0274	82
	Blount	59.1	.0315		16.2	77,109	.0200		1,305	4,760	106	50,381	.0212		3,110	107	.0227	72
	Knox	260.2	.1387		75.4	428,513	.1108		1,647	5,683	106	308,985	.1300		4,098	106	.1221	88
MEMPHIS	Shelby	678.5	.3615	42	189.1	1,257,142	.3250	52	1,853	6,648	110	822,667	.3459	44	4,350	107	.3386	94
NASHVILLE	Davidson	424.9	.2264	64	121.8	851,892	.2202	66	2,005	6,994	110	559,273	.2352	70	4,592	111	.2259	100

1 Kentucky county only included in "Total Above Areas."

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SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63: Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62: Net Dollars ($000)	% a U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	RETAIL SALES SM Estimates, year ending 12/31/62: Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	SALES—ADV. CONTROLS: Buying Power Index	Quality Index
TENNESSEE *(Cont'd)*																		
Potential Areas																		
1 BRISTOL-JOHNSON CITY-KINGSPORT		285.0	.1519	95	78.1	407,791	.1054	129	1,431	5,221	106	306,374	.1290	110	3,923	107	.1219	80
	Carter	41.8	.0223		11.3	52,704	.0136		1,261	4,664	104	27,052	.0114		2,394	106	.0147	66
	Sullivan	121.3	.0647		33.9	200,895	.0519		1,656	5,926	109	159,707	.0672		4,711	109	.0591	91
	Washington	67.1	.0357		18.1	91,738	.0238		1,367	5,068	105	67,452	.0284		3,727	105	.0276	77
	Washington, Va.	54.8	.0292		14.8	62,454	.0161		1,140	4,220	102	52,163	.0220		3,525	106	.0205	70
Total Above Areas		2,008.8	1.0704		568.2	3,560,417	.9205		1,772	6,266		2,428,108	1.0212		4,273		.9808	92
State Total		3,678.8	1.9602		1,033.8	5,428,823	1.4035		1,476	5,251	107	3,751,321	1.5777		3,629	108	1.5671	80

METRO AREA	County	Pop. Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	EBI Net Dollars ($000)	% a U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Retail Sales Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
ARKANSAS																		
Standard Areas																		
FORT SMITH	Sebastian	67.5	.0360	289	21.3	111,215	.0288	266	1,648	5,221	104	101,544	.0427	259	4,767	107	.0344	96
LITTLE ROCK-NORTH LITTLE ROCK	Pulaski	257.7	.1373	107	76.2	465,626	.1204	116	1,807	6,111	100	318,888	.1341	105	4,185	109	.1279	93
2 TEXARKANA		90.8	.0484	247	27.9	127,575	.0329	281	1,405	4,573	102	117,317	.0494	234	4,205	106	.0409	85
	Bowie, Tex.	59.3	.0316		18.4	83,361	.0215		1,406	4,530	103	70,102	.0295		3,810	107	.0259	82
	Miller	31.5	.0168		9.5	44,214	.0114		1,404	4,654	101	47,215	.0199		4,970	104	.0150	89
Total Above Areas		356.7	.1901		107.0	621,055	.1606		1,741	5,804		467,645	.1967		4,371		.1773	93
State Totals		1,767.7	.9419		518.2	2,353,394	.6084		1,331	4,541	102	1,761,799	.7410		3,400	105	.7149	76

1 Tennessee counties only included in "Total Above Areas."
2 Arkansas county only included in "Total Above Areas."

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NEW ORLEANS TO PRODUCE GIGANTIC SATURN (MAN ON THE MOON) ROCKET!

. . . every existing estimate of N. O. sales potential is now obsolete and here's the story that proves it.

New Orleans' giant $50 million Michoud plant has been selected for construction of U. S. space program's Saturn (S1) moon rocket. This means that between 10,000 and 15,000 persons will be employed in the 846-acre Saturn project site —located within city limits. Positions demanding highest technical skills assure a tremendous and immediate influx of men and their families as permanent residents.

The average annual income for employes is estimated at $10,000. It is further estimated that operating costs for the plant will be $75 million a year. In addition there will be many satellite firms attracted to this area which, incidentally, was selected over 52 other sites considered. In effect New Orleans now offers a market within a market . . . a substantially incomed, ready-to-buy market at that.

No matter what your present sales estimate for New Orleans is today, this unforeseen development compels further analysis. Please feel free to call upon The Times-Picayune Publishing Company for any assistance you may need in adjusting your sales program to meet this extraordinary expansion.

Our operation is already geared to serve you and the thousands of Saturn people you'll want to reach through The Times-Picayune and States-Item. Simply contact our national department or Jann & Kelley, Inc., and, remember, in the New Orleans market . . . the sky's no limit.

The Times-Picayune Publishing Company

LAFAYETTE SQUARE, NEW ORLEANS 40

Watch for soaring circulation of The Times-Picayune (Morning and Sunday) and States-Item (Evening).

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
LOUISIANA																		
Standard Areas																		
BATON ROUGE	East Baton Rouge	255.3	.1360	109	68.0	533,995	.1381	104	2,092	7,853	118	333,053	.1400	102	4,898	118	.1383	102
LAKE CHARLES	Calcasieu	164.0	.0874	155	44.0	354,716	.0917	147	2,163	8,062	121	169,955	.0715	182	3,863	122	.0848	97
MONROE	Ouachita	110.1	.0587	217	31.3	174,139	.0451	237	1,582	5,564	109	126,425	.0531	227	4,039	106	.0502	86
NEW ORLEANS		922.9	.4917	28	267.8	1,827,251	.4723	31	1,980	6,823	110	1,165,423	.4902	30	4,352	110	.4815	98
	Jefferson	249.1	.1327		66.0	482,847	.1248		1,938	7,316	126	248,480	.1046		3,765	121	.1203	91
	Orleans	635.9	.3388		192.3	1,290,193	.3338		2,029	6,709	104	900,125	.3786		4,681	107	.3481	103
	St. Bernard	37.9	.0202		9.5	54,211	.0140		1,430	5,706	127	16,818	.0070		1,770	123	.0131	65

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The Survey of Buying Power

Where Advertisers, Agencies and Media MEET and AGREE

SHREVEPORT

THE NATION'S

66TH Newspaper Market*

At the "crossroads" of the Ark-La-Tex, the Shreveport Times and Journal deliver 69.8% coverage of 18 counties in North Louisiana, East Texas and South Arkansas. In this "heart" of the Shreveport Newspaper Market there are 607,300 people in 172,370 households with retail sales exceeding $599 million. "1961 National Newspaper Cumulative County Markets Study" also reveals that the top 70 markets account for 60% of the total U. S. Population . . . Include **Shreveport,** the **Sixty-Sixth,** in your advertising budget.

*"1961 National Newspaper Cumulative County Study"
Conducted by S.R.D.S.; Published by The Bangor Daily News

Circulation: **M & E** . . . . 138,789 **Morning** 88,488
Sunday . . . . 110,691 **Evening** 50,301
ABC Audit Report – Dec. 31, 1960

✔ Check with the Branham man Newspaper Production Company, Agent for –

The Shreveport Times - Shreveport Journal

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
LOUISIANA *(Cont'd)*																		
SHREVEPORT		298.3	.1590	88	86.2	527,986	.1365	107	1,770	6,125	110	350,483	.1474	100	4,066	111	.1443	91
	Bossier	62.9	.0335		16.7	110,279	.0285		1,753	6,604	117	50,092	.0211		3,000	121	.0273	81
	Caddo	235.4	.1255		69.5	417,707	.1080		1,774	6,010	108	300,391	.1263		4,322	109	.1170	93
Potential Areas																		
ALEXANDRIA	Rapides	116.4	.0620	203	30.9	155,142	.0401	251	1,333	5,021	109	116,105	.0489	238	3,757	111	.0471	76
LAFAYETTE	Lafayette	92.4	.0493	244	24.2	129,883	.0336	278	1,406	5,367	118	111,591	.0469	244	4,611	122	.0407	83
Total Above Areas		1,959.4	1.0441		552.4	3,703,112	.9574		1,890	6,704		2,373,035	.9980		4,296		.9869	95
State Totals		3,410.7	1.8174		933.4	5,342,731	1.3813		1,566	5,724	110	3,537,168	1.4876		3,790	111	1.5004	83
OKLAHOMA																		
Standard Areas																		
LAWTON	Comanche	103.0	.0549	228	25.9	191,901	.0496	226	1,863	7,409	117	91,940	.0387	278	3,550	113	.0474	86
OKLAHOMA CITY		547.5	.2917	55	171.6	1,115,207	.2883	58	2,037	6,499	110	720,241	.3029	52	4,197	109	.2934	101
	Canadian	24.2	.0129		7.4	38,838	.0101		1,605	5,248	101	28,581	.0120		3,862	105	.0112	87
	Cleveland	49.8	.0265		13.6	83,108	.0214		1,669	6,111	108	48,788	.0205		3,586	110	.0222	84
	Oklahoma	473.5	.2523		150.6	993,261	.2568		2,098	6,595	111	642,892	.2704		4,269	109	.2600	103
TULSA		444.0	.2366	63	141.5	920,791	.2381	65	2,074	6,507	110	571,261	.2403	66	4,037	110	.2386	101
	Creek	39.2	.0209		12.7	56,320	.0146		1,437	4,435	98	32,218	.0136		2,537	101	.0156	75
	Osage	31.6	.0168		10.0	49,084	.0127		1,553	4,908	101	25,631	.0108		2,563	107	.0130	77
	Tulsa	373.2	.1989		118.8	815,387	.2108		2,185	6,864	111	513,412	.2159		4,322	111	.2100	106
Total Above Areas		1,094.5	.5832		339.0	2,227,899	.5760		2,036	6,572		1,383,442	.5819		4,081		.5794	99
State Total		2,354.6	1.2546		741.2	4,069,173	1.0520		1,728	5,490	105	2,681,995	1.1280		3,618	106	1.1153	89

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a growing MARKET DELIVERED

It's the MARKET DELIVERED that counts! No matter the size of a metropolitan area or state, it's the number of potential customers you can reach with your message that counts. That's the **market delivered.**

The Sunday Oklahoman reaches more families than any other newspaper in the Southwest. It covers 71% of all the urban households in Oklahoma City's retail trading zone, 65% in the 58-county Greater Oklahoma City Market.

The Sunday Oklahoman covers 71% of the urban households in the Oklahoma City Retail Trading Zone . . . 65% in the Greater Oklahoma City Marketing Area.

	A.B.C. Retail Trading Zone 26 Counties	% of State	Greater Okla. City Market 58 Counties	% of State
Population	1,095,773	47.1%	1,561,974	67.1%
Households	334,096	45.5%	484,494	66.0%
Total Retail	$1,251,649,000	48.7%	$1,704,164,000	66.4%
Food Sales	292,435,000	46.8%	404,815,000	64.7%
Drug Sales	51,272,000	49.4%	68,961,000	66.5%
Automotive	262,571,000	49.7%	359,894,000	68.1%

Sources: Population and Households—1960 US Census; Sales from SRDS Consumer Market Data.

Retail Trading Zone

Greater Oklahoma City Marketing Area.

Locally Edited Sunday Magazine "Orbit" GOES GRAVURE

Full color rotogravure magazine reproduction is now available to national and regional advertisers in "Orbit," the Sunday magazine of The Daily Oklahoman.

Since 1948, this locally edited Sunday magazine, locally printed by letterpress, has been a top reader attraction throughout Oklahoma. In its new dress . . . dynamic, fresh, sparkling in magnificent colorgravure . . . it is a completely different Sunday magazine for Oklahoma and a better-than-ever climate for advertising.

Largest Sunday Circulation in the Southwest

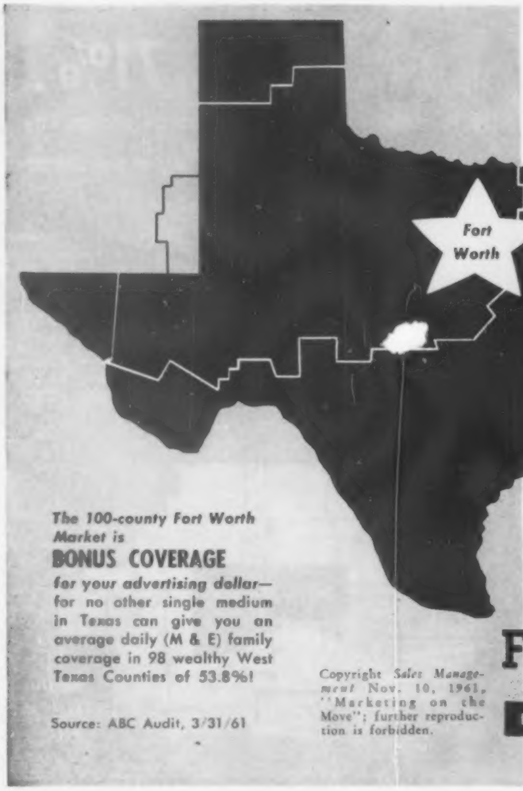
254,526

Six months average, A.B.C. March 31, 1961

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Published by The Oklahoma Publishing Company

Represented by The Katz Agency



METROPOLITAN
FORT WORTH
MARKET *Really* ON THE MOVE!

Population 623,200

Retail Sales $872,854,000

Sales Management's population figures for Metro Fort Worth, projected to 1/1/63, show an 8.7% increase over U. S. Census figures for 1960, indicating a consistently strong and growing market and placing Fort Worth 47 in the nation. Retail Sales, projected one year ahead, show a sky-rocketing 12.8% gain over *Sales Management's* May 1961 figures, putting Fort Worth into 42nd place in the U. S. All of which prove that Fort Worth is the "Market *REALLY* on the move in Texas!"

FORT WORTH STAR-TELEGRAM
Amon G. Carter, Jr., Pres. & Nat'l Advertising Director
Ralph D. Ray, Nat'l Advertising Manager
LARGEST COMBINED DAILY CIRCULATION IN TEXAS
without the use of schemes, premiums or contests
"Just a good newspaper"

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
TEXAS																		
Standard Areas																		
ABILENE		132.2	.0705	191	38.7	260,150	.0673	184	1,968	6,722	113	174,899	.0735	177	4,519	111	.0698	99
	Jones	18.4	.0098		6.0	30,201	.0078		1,641	5,034	97	23,871	.0100		3,979	102	.0089	91
	Taylor	113.8	.0607		32.7	229,949	.0595		2,021	7,032	116	151,028	.0635		4,619	113	.0609	100
AMARILLO		173.3	.0924	149	50.7	399,198	.1032	132	2,304	7,874	120	274,168	.1154	123	5,408	114	.1047	113
	Potter	129.3	.0689		38.1	286,588	.0741		2,216	7,522	114	246,325	.1036		6,465	113	.0819	119
	Randall	44.0	.0235		12.6	112,610	.0291		2,559	8,937	136	27,843	.0118		2,210	124	.0228	97
AUSTIN	Travis	227.4	.1212	123	63.3	420,060	.1086	127	1,847	6,636	110	259,796	.1092	129	4,104	109	.1113	92
BEAUMONT-PORT ARTHUR		327.0	.1743	83	94.8	640,440	.1655	88	1,959	6,756	110	382,939	.1611	94	4,039	109	.1660	95
	Jefferson	259.3	.1382		76.6	525,393	.1358		2,026	6,859	108	323,439	.1361		4,222	109	.1364	99
	Orange	67.7	.0361		18.2	115,047	.0297		1,699	6,321	116	59,500	.0250		3,269	112	.0296	82
BROWNSVILLE-HARLINGEN-SAN BENITO	Cameron	158.7	.0846	162	37.5	208,743	.0540	215	1,316	5,566	107	141,921	.0597	207	3,785	107	.0618	73
CORPUS CHRISTI	Nueces	241.4	.1286	116	63.2	444,471	.1149	119	1,841	7,033	113	284,431	.1196	118	4,500	112	.1191	93
DALLAS		1,190.6	.6344	19	363.6	2,668,792	.6899	22	2,242	7,340	114	1,853,606	.7796	16	5,098	112	.7058	111
	Collin	40.2	.0214		12.7	53,358	.0138		1,327	4,201	101	42,088	.0177		3,314	105	.0165	77
	Dallas	1,059.4	.5645		323.5	2,470,896	.6388		2,332	7,638	115	1,717,303	.7222		5,309	113	.6490	115
	Denton	48.8	.0260		14.5	84,102	.0217		1,723	5,800	106	56,239	.0237		3,879	108	.0232	89
	Ellis	42.2	.0225		12.9	60,436	.0156		1,432	4,685	99	37,976	.0160		2,944	102	.0171	76
EL PASO	El Paso	355.7	.1895	78	88.6	696,688	.1801	81	1,959	7,883	117	417,351	.1755	84	4,711	116	.1806	95
FORT WORTH		623.2	.3320	47	190.4	1,263,433	.3267	51	2,027	6,636	114	872,854	.3671	42	4,584	113	.3399	102
	Johnson	35.1	.0187		11.2	53,506	.0139		1,524	4,777	103	37,747	.0159		3,370	107	.0155	83
	Tarrant	588.1	.3133		179.2	1,209,927	.3128		2,057	6,752	114	835,107	.3512		4,660	113	.3244	104

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WBAP-TV in Fort Worth-Dallas

SUPER-MARKET SUPER-SALESMAN

From supermarket shelf to shopper's basket . . . faster on Colorfull Channel 5. Do your telling and selling in color — on WBAP-TV in Dallas - Fort Worth.

All local WBAP-TV live studio shows telecast in color.

Complete color facilities include two RCA color-equipped tape recorders.

SING
ALONG
WITH
COLOR!

WBAP-TV NBC 5

FORT WORTH: 3900 BARNETT ST.—DALLAS: 1900 NORTH AKARD

Peters, Griffin, Woodward, Inc.—*Exclusive National Representatives*

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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TEXAS (Cont'd)																		
GALVESTON-TEXAS CITY	Galveston	146.8	.0782	174	44.2	281,590	.0728	172	1,918	6,371	106	160,777	.0676	190	3,637	106	.0723	92
HOUSTON	Harris	1,390.6	.7409	15	411.2	3,012,504	.7788	17	2,166	7,326	116	1,864,106	.7840	15	4,533	114	.7728	104
LAREDO	Webb	66.9	.0356	290	15.4	82,283	.0213	300	1,230	5,343	106	63,184	.0266	300	4,103	107	.0258	72
LUBBOCK	Lubbock	175.8	.0937	147	49.6	365,723	.0945	141	2,080	7,373	116	286,247	.1204	117	5,771	112	.1021	109
MIDLAND	Midland	81.0	.0431	266	23.4	214,968	.0556	211	2,654	9,187	126	116,666	.0491	236	4,986	119	.0512	119
ODESSA	Ector	108.8	.0580	222	30.9	252,844	.0654	189	2,324	8,183	125	194,741	.0819	166	6,302	119	.0689	119
SAN ANGELO	Tom Green	66.1	.0352	291	19.9	124,265	.0321	286	1,880	6,244	104	86,146	.0363	289	4,329	105	.0340	97
SAN ANTONIO	Bexar	744.7	.3968	35	197.0	1,352,015	.3496	46	1,816	6,863	112	795,939	.3348	46	4,040	111	.3546	89
[1] TEXARKANA		90.8	.0484	247	27.9	127,575	.0329	281	1,405	4,573	102	117,317	.0494	234	4,205	106	.0409	85
	Bowie	59.3	.0316		18.4	83,361	.0215		1,406	4,530	103	70,102	.0295		3,810	107	.0259	82
	Miller, Ark.	31.5	.0168		9.5	44,214	.0114		1,404	4,654	101	47,215	.0199		4,970	104	.0150	89
TYLER	Smith	88.4	.0471	251	26.7	136,889	.0354	273	1,549	5,127	106	104,438	.0439	256	3,912	108	.0403	86
WACO	McLennan	154.2	.0822	165	46.8	252,930	.0654	188	1,640	5,404	105	186,983	.0786	173	3,995	107	.0727	88
WICHITA FALLS		135.7	.0724	183	39.6	282,119	.0729	171	2,079	7,124	108	198,359	.0834	164	5,009	111	.0760	105
	Archer	5.9	.0032		1.9	9,400	.0024		1,593	4,947	101	8,279	.0035		4,357	108	.0029	91
	Wichita	129.8	.0692		37.7	272,719	.0705		2,101	7,234	109	190,080	.0799		5,042	111	.0731	106
Potential Areas																		
LONGVIEW	Gregg	70.8	.0378	284	22.1	123,095	.0319	287	1,739	5,570	104	117,549	.0494	233	5,319	106	.0383	101
TEMPLE	Bell	100.0	.0532	232	27.1	194,698	.0503	225	1,947	7,184	111	102,438	.0430	257	3,780	111	.0487	92
Total Above Areas		6,818.6	3.6333		1,963.1	13,761,259	3.5577		2,018	7,010		9,009,640	3.7892		4,589		3.6426	100
State Total		10,152.6	5.4098		2,937.7	18,681,682	4.8298		1,840	6,359	111	12,678,468	5.3323		4,316	110	5.0966	93

1- Texas County only included in "Total Above Areas."

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Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through **Sales Management's** Readers' Service Bureau. In addition, RS stands ready to help you research back issues of **SM** on any classification of subject matter we have published. Write: **Sales Management,** Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.

Think BIG when you think of PHOENIX

Opportunities come in big sizes! Business activity forecasts published in Sales Management have consistently ranked Phoenix as a **"Preferred City of the Month."** This means that business activity in the Phoenix area keeps soaring well above the national average. In fact, Phoenix has enjoyed the "Preferred City" distinction for the **PAST 45 CONSECUTIVE MONTHS!** (Only six cities in the United States have remained on the "Preferred City" honor roll for so long a period.) **Fifty-seven cents** of every retail dollar spent in Arizona BUYS in Metropolitan Phoenix, where **nine** out of **ten** families read and respond to the advertising of The Arizona Republic and The Phoenix Gazette. Investigate!

The Arizona REPUBLIC *Morning and Sunday* — The Phoenix Gazette *Evening*

WRITE OR WIRE NATIONAL ADVERTISING DEPARTMENT, BOX 1950, PHOENIX, ARIZONA. REPRESENTED NATIONALLY BY KELLY-SMITH CO.

Metropolitan Area Projections to Jan., 1963–(Cont'd)

Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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ARIZONA																		
Standard Areas																		
PHOENIX	Maricopa	749.8	.3995	34	215.9	1,425,859	.3687	44	1,902	6,604	119	1,044,001	.4391	34	4,836	117	.3960	99
TUCSON	Pima	296.7	.1581	90	86.5	631,757	.1633	89	2,129	7,304	117	407,281	.1713	87	4,708	116	.1647	104
Total Above Areas		1,046.5	.5576		302.4	2,057,616	.5320		1,966	6,804		1,451,282	.6104		4,799		.5607	101
State Totals		1,431.8	.7629		403.8	2,664,072	.6888		1,861	6,598	116	1,941,749	.8167		4,809	115	.7420	97

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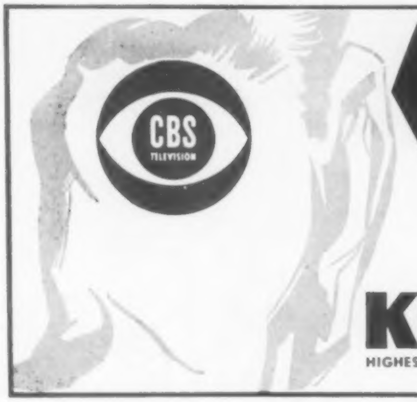

THE APPLE IN EVERYONE'S EYE... ALBUQUERQUE

CBS TELEVISION

154,200 TV sets in KGGM-TV coverage area.

KGGM-TV is situated in the hub of the dynamic Southwest . . . America's fastest growing region! KGGM-TV operates with maximum power allowed by F.C.C., 89.1 KW, ERP, from the highest antenna site in the nation. KGGM-TV is equipped with an Ampex Video Tape Recorder and carries 71¾ hours of CBS network shows each week in black and white and COLOR! Contact any Branham Co. office or drop us a line today.

KGGM-TV *Channel* **13**

Under same ownership: KGGM Radio in Albuquerque (610-kc, 5000 watts day and night) and KVSF in Santa Fe (1260-kc, 1000 watts day and night).

HIGHEST ANTENNA SITE IN THE NATION (10,800 FT.) ALBUQUERQUE, N.M.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION (SM Estimates as of 1/1/63) Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	EFFECTIVE BUYING INCOME (SM Estimates, year ending 12/31/62) Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	RETAIL SALES (SM Estimates, year ending 12/31/62) Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	SALES—ADV. CONTROLS Buying Power Index	Quality Index
COLORADO																		
Standard Areas																		
COLORADO SPRINGS	El Paso	167.3	.0892	152	49.1	347,042	.0897	150	2,074	7,068	124	203,180	.0855	162	4,138	123	.0883	99
DENVER (Aurora)		1,015.0	.5407	26	310.8	2,358,458	.6098	26	2,324	7,588	112	1,505,360	.6331	26	4,844	111	.6031	112
	Adams	143.2	.0763		36.6	295,369	.0764		2,063	8,070	127	73,355	.0309		2,004	127	.0627	82
	Arapahoe	133.6	.0711		36.8	277,419	.0717		2,076	7,539	122	156,936	.0660		4,265	117	.0699	98
	Boulder	81.2	.0433		24.3	158,731	.0410		1,955	6,532	113	110,058	.0463		4,529	113	.0431	100
	Denver	507.7	.2705		170.1	1,330,413	.3440		2,620	7,821	106	991,318	.4169		5,828	108	.3512	130
	Jefferson	149.3	.0795		43.0	296,526	.0767		1,986	6,896	124	173,693	.0730		4,039	118	.0762	96
PUEBLO	Pueblo	124.8	.0665	197	34.0	217,262	.0562	209	1,741	6,390	107	136,341	.0574	212	4,010	108	.0586	88
Total Above Areas		1,307.1	.6964		393.9	2,922,762	.7557		2,236	7,420		1,844,881	.7760		4,684		.7500	108
State Totals		1,862.9	.9926		560.5	3,849,248	.9952		2,066	6,868	110	2,581,707	1.0858		4,606	110	1.0219	103
IDAHO																		
Potential Areas																		
BOISE		161.5	.0861	158	48.9	290,702	.0752	168	1,800	5,945	110	236,612	.0995	144	4,839	108	.0847	98
	Ada	102.1	.0544		31.2	199,074	.0515		1,950	6,381	112	155,557	.0654		4,986	110	.0563	103
	Canyon	59.4	.0317		17.7	91,628	.0237		1,543	5,177	105	81,055	.0341		4,579	104	.0248	90
Total Above Areas		161.5	.0861		48.9	290,702	.0752		1,800	5,945		236,612	.0995		4,839		.0847	98
State Totals		695.3	.3705		201.8	1,185,405	.3065		1,705	5,874	107	933,817	.3928		4,627	106	.3452	93
MONTANA																		
Standard Areas																		
BILLINGS	Yellowstone	86.7	.0462	257	26.2	181,755	.0470	234	2,096	6,937	113	141,142	.0594	208	5,387	111	.0506	110
GREAT FALLS	Cascade	80.2	.0428	267	24.2	172,122	.0445	241	2,146	7,112	112	128,330	.0539	226	5,303	110	.0470	110
Potential Areas																		
BUTTE-ANACONDA		64.8	.0345	292	20.2	127,036	.0328	282	1,960	6,289	102	89,396	.0376	283	4,426	104	.0345	100
	Deer Lodge	19.3	.0102		5.2	33,778	.0087		1,750	6,496	106	20,050	.0085		3,856	108	.0089	87
	Silver Bow	45.5	.0243		15.0	93,258	.0241		2,050	6,217	100	69,346	.0291		4,623	103	.0256	105
Total Above Areas		231.7	.1235		70.6	480,913	.1243		1,549	6,812		358,868	.1509		5,083		.1321	107
State Total		699.2	.3725		209.2	1,303,806	.3371		1,865	6,232	106	954,324	.4014		4,562	107	.3635	98
NEVADA																		
Standard Areas																		
LAS VEGAS	Clark	154.9	.0825	164	49.3	420,861	.1088	125	2,717	8,537	131	264,955	.1115	127	5,374	129	.1044	127
RENO	Washoe	89.1	.0475	250	29.5	240,981	.0623	193	2,705	8,169	105	166,051	.0698	184	5,629	107	.0616	130
Total Above Areas		244.0	.1300		78.8	661,842	.1711		2,712	8,399		431,006	.1813		5,470		.1660	128
State Total		315.8	.1683		101.4	808,244	.2089		2,559	7,971	116	540,990	.2276		5,335	116	.2064	123

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*Plus 4 Million Tourists Annually in the Fabulous

The 100%

POSTER TEST

Cities U.S.A.

*A BONUS of National penetration at local rates by Packer

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63 Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62 Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	RETAIL SALES SM Estimates, year ending 12/31/62 Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	SALES—ADV. CONTROLS Buying Power Index	Quality Index
NEW MEXICO																		
Standard Areas																		
ALBUQUERQUE	Bernalillo	302.3	.1611	86	82.5	640,586	.1656	87	2,119	7,765	123	440,036	.1851	80	5,334	123	.1706	106
Total Above Areas		302.3	.1611		82.5	640,586	.1656		2,119	7,765		440,036	.1851		5,334		.1706	106
State Total		1,020.9	.5439		269.8	1,809,700	.4687		1,773	6,708	114	1,243,185	.5229		4,608	118	.4996	92
UTAH																		
Standard Areas																		
OGDEN	Weber	119.1	.0635	200	33.0	230,277	.0595	199	1,933	6,978	110	140,376	.0591	210	4,254	108	.0602	95
PROVO-OREM	Utah	114.5	.0610	206	28.1	180,378	.0467	235	1,575	6,419	110	109,264	.0459	249	3,888	109	.0493	81
SALT LAKE CITY	Salt Lake	413.9	.2205	66	116.7	841,078	.2174	68	2,032	7,207	112	574,749	.2418	65	4,925	110	.2253	102
Total Above Areas		647.5	.3450		177.8	1,251,733	.3236		1,933	7,040		824,389	.3468		4,637		.3348	97
State Total		951.4	.5070		257.8	1,727,118	.4465		1,815	6,699	110	1,130,813	.4756		4,386	109	.4673	92
WYOMING																		
Standard Areas																		
CHEYENNE	Laramie	64.2	.0342	293	19.5	142,072	.0367	264	2,213	7,286	107	101,301	.0426	260	5,195	104	.0380	111
Total Above Areas		64.2	.0342		19.5	142,072	.0367		2,213	7,286		101,301	.0426		5,195		.0380	111
State Total		341.8	.1821		101.9	704,667	.1822		2,062	6,915	105	479,928	.2018		4,710	105	.1881	106

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The Survey of Buying Power

Where Advertisers, Agencies and Media MEET and AGREE

PACIFIC STATES—Pages 230--244

OTHER REGIONS

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	House-holds (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
ALASKA																		
ANCHORAGE	3rd Judicial Div.	136.4	.0727	181	35.1	386,976	.1001	138	2,837	11,025	123	154,939	.0652	195	4,414	122	.0842	116
Total Above Areas		136.4	.0727		35.1	386,976	.1001		2,837	11,025		154,939	.0652		4,414		.0842	116
State Total		253.0	.1348		64.1	640,541	.1656		2,532	9,993	120	258,480	.1087		4,032	119	.1424	106
CALIFORNIA *Standard Areas*																		
BAKERSFIELD	Kern	306.8	.1633	85	89.9	703,199	.1818	79	2,294	7,822	100	464,169	.1952	75	5,163	110	.1821	112
FRESNO	Fresno	386.1	.2058	71	112.7	799,551	.2067	72	2,071	7,095	109	607,206	.2554	64	5,388	110	.2211	107
LOS ANGELES - LONG BEACH (Alhambra, Anaheim, Burbank, Fullerton, Garden Grove, Glendale, Pasadena, Pomona, Santa Ana, Santa Monica)		7,322.2	3.9017	2	2,401.7	19,338,436	[illegible]	2	2,641	8,052	113	11,476,926	4.8269	2	4,779	113	4.7282	121

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NO LOS ANGELES NEWSPAPER COVERS EVEN 1 OUT OF 10 LONG BEACH FAMILIES*

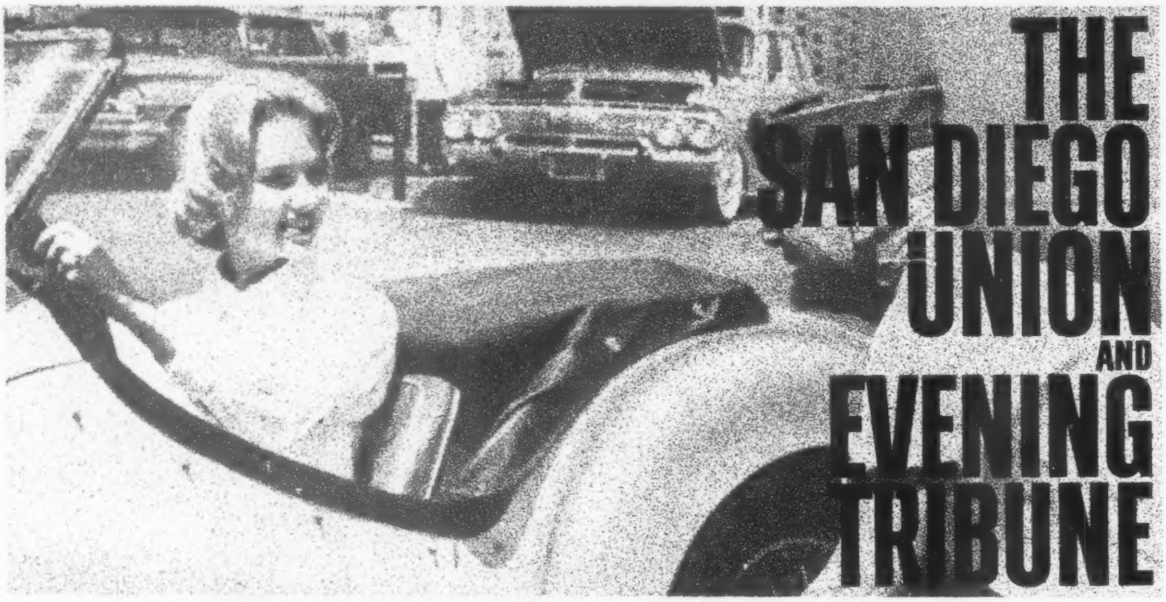
the INDEPENDENT, PRESS-TELEGRAM

REACHES NEARLY 7 OUT OF 10

*City Zone population: 568,162

REPRESENTED NATIONALLY BY RIDDER-JOHNS, INC.

Source: Audit Bureau of Circulations



NEWSPAPERS THAT MEAN BUSINESS IN SAN DIEGO

Gasoline Service Station Sales in San Diego County, California, reached $95,482,000 last year — a total which placed San Diego 13th among the nation's 200 leading counties in that category. Note these comparative totals:

SAN DIEGO, CALIFORNIA	$95,482,000
KING (SEATTLE), WASHINGTON	$91,135,000
DADE (MIAMI), FLORIDA	$90,507,000
MILWAUKEE, WISCONSIN	$90,041,000
ERIE (BUFFALO), NEW YORK	$80,291,000

SALES ESTIMATES: 1961 SALES MANAGEMENT SURVEY OF BUYING POWER

Two metropolitan newspapers sell the important San Diego market: The San Diego Union and Evening Tribune. Combined daily circulation is 226,437 (ABC 3/31/61).

The San Diego Union | EVENING TRIBUNE

"THE RING OF TRUTH" Copley Newspapers

Copley Newspapers: 15 Hometown Daily Newspapers covering San Diego, California — Greater Los Angeles — Springfield, Illinois — and Northern Illinois. Served by the Copley Washington Bureau and the Copley News Service.
REPRESENTED NATIONALLY BY NELSON ROBERTS & ASSOCIATES, INC.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
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CALIFORNIA (*Cont'd*)																		
	Los Angeles	6,491.9	3.4592		2,161.2	17,322,355	4.4784		2,668	8,015	112	10,381,633	4.3579		4,794	113	4.2384	123
	Orange	830.3	.4425		240.5	2,016,081	.5212		2,428	8,383	122	1,115,293	.4690		4,637	119	.4898	111
SACRAMENTO	Sacramento	577.4	.3076	53	173.3	1,575,569	.4073	40	2,729	9,092	121	866,849	.3646	43	5,002	119	.3746	122
SAN BERNARDINO-RIVERSIDE-ONTARIO		927.5	.4942	27	280.9	1,986,866	.5137	28	2,142	7,073	120	1,196,328	.5032	29	4,259	119	.5066	103
	Riverside	350.0	.1865		108.7	723,540	.1871		2,067	6,656	120	472,928	.1989		4,351	119	.1905	102
	San Bernardino	577.5	.3077		172.2	1,263,326	.3266		2,188	7,336	121	723,400	.3043		4,201	119	.3161	103
SAN DIEGO	San Diego	1,181.5	.6296	21	349.0	2,979,860	.7704	19	2,522	8,538	121	1,553,242	.6532	25	4,451	120	.7071	112

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LET'S FACE IT.... by Volpe

*Starting as the handsome star of Hollywood musicals, a combination of talent and driving power has made this famous actor one of the industry's top-ranking movie and TV producers? Who is he?

THIS PICTURE REVEALS WHAT DRIVING POWER CAN DO

Regular advertisers are aware of the driving power of this newspaper. For example, in 1960 Herald-Express families accounted for food sales of $408,327,300, and automotive sales in excess of $298,287,200. Did you get *your* share of this tremendous volume?

Compare the Herald-Express market with both Pittsburgh and Cincinnatti. This newspaper's coverage exceeds these 2 cities *combined* by over 44,000 households. For sales success, it's the Herald-Express—West's largest P. M. paper and the No. 2 Daily in America's No. 2 Market.

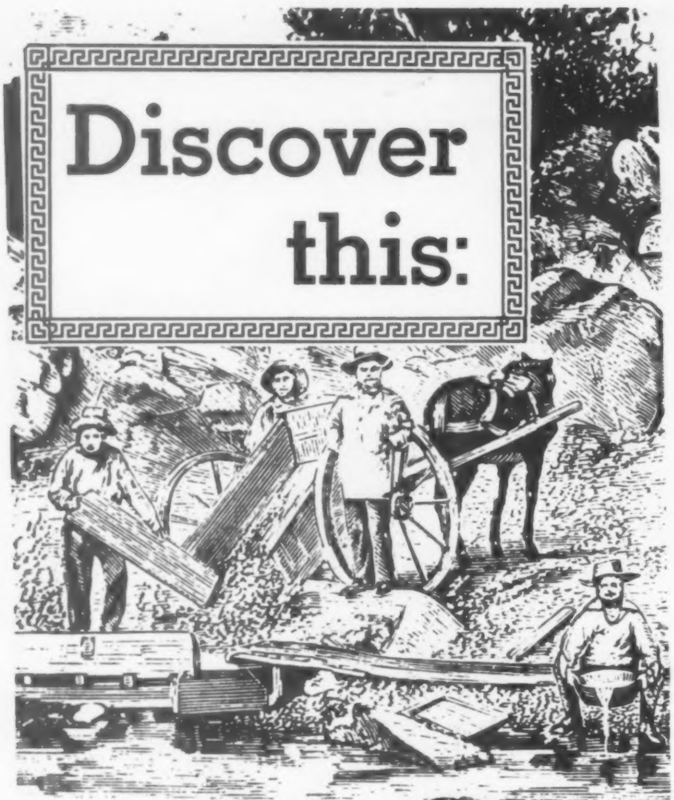
*Dick Powell

Los Angeles Evening

HERALD-EXPRESS

Largest Evening Newspaper in the West

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT



Scene in the gold mines

You can get big bulk in San Francisco, too

San Francisco's evening News-Call Bulletin has been lecturing retail advertisers about The Sufficient One (that's the News-Call Bulletin). Sufficient because it offers 50% coverage of households in the city—that big, able-to-do-it bulk that was never before available to the advertiser in San Francisco (and is still far from being in the other papers). Discover San Francisco—by discovering San Francisco's News-Call Bulletin.

Timed to San Francisco

NEWS—CALL BULLETIN

Represented by Moloney, Regan & Schmitt, Inc.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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CALIFORNIA (*Cont'd*)																		
SAN FRANCISCO - OAKLAND (Berkeley, Hayward, Richmond, San Mateo, Vallejo)		2,901.1	1.5456	7	955.8	8,256,951	2.1347	6	2,846	8,639	108	4,324,777	1.8189	7	4,525	109	1.9222	124
	Alameda	925.6	.4932		301.8	2,363,005	.6109		2,553	7,830	105	1,358,123	.5712		4,500	106	.5755	117
	Contra Costa	440.2	.2345		126.8	1,116,923	.2885		2,535	8,801	112	515,295	.2167		4,064	112	.2562	109

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Definition of "Buying Power Index"

Any estimate of a market's share of the U.S. potential must take into account the market's population, buying power and actual retail buying. The Buying Power Index weighs a market's per cent of the national population by 2, its per cent of the income by 5, and its per cent of the retail sales by 3, and fuses them into a single yardstick of the market's share of the U.S. potential.

it was in the cards...

Sales Management NOW makes it official (in this special issue)

Alameda County TO LEAD San Francisco County

IN RETAIL SALES!

As projected for 1962

ALAMEDA COUNTY....$1,358,123,000

SAN FRANCISCO COUNTY...$1,332,828,000

and the facts prove that

only ONE newspaper REALLY covers this important market!!!

Alameda County (shown above in solid red) and Contra Costa County (shown in red tint) constitute the greater Metropolitan Oakland Area... Northern California's Largest Population Center!

Oakland Tribune

NATIONAL REPRESENTATIVES: Cresmer & Woodward, Inc.
SUNDAY COMICS: Metropolitan Sunday Newspapers, Inc.

LARGEST HOME DELIVERED CIRCULATION IN NORTHERN CALIFORNIA

FACT: "Industry Booming" VENTURA COUNTY
Your BEST California MARKETING MOVE!

Manufacturing employment up 121% between U.S. Census years (1954-58). Avg. factory worker annual earnings $6,417 (1959), HIGHEST IN ENTIRE STATE (Calif. Emp. Dept.)

Write For FREE
MARKET BROCHURE
P.O. Box 171
Ventura, Calif.

Sales Management Forecast:
EXPANDED DYNAMIC GROWTH . . .

	1960	1962
Per HSLD. EBI	$7,401	$8,389
Per HSLD. Sales	3,729	4,148

VENTURA COUNTY **Star-Free Press**

FACT: Only Newspaper Covering All Ventura County

A John P. Scripps newspaper   Represented Nationally by Nelson Roberts & Associates

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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CALIFORNIA (*Cont'd*)																		
	Marin	165.4	.0881		49.8	486,872	.1259		2,944	9,777	120	216,195	.0909		4,341	119	.1078	122
	San Francisco	713.8	.3803		280.5	2,334,424	.6035		3,270	8,322	97	1,332,828	.5606		4,752	101	.5460	144
	San Mateo	514.4	.2740		156.4	1,636,021	.4230		3,180	10,460	126	728,052	.3062		4,655	127	.3582	131
	Solano	141.7	.0755		40.5	320,706	.0829		2,263	7,919	109	174,284	.0733		4,303	109	.0785	104

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Subscriber Service

Subscribers buy more than one million pages of reprints yearly, through **Sales Management's** Readers' Service Bureau. In addition, RS stands ready to help you research back issues of **SM** on any classification of subject matter we have published. Write: **Sales Management,** Readers' Service Bureau, 630 Third Ave., New York 17, N. Y.

SOMETHING MISSING . . .

(like California without the Billion-Dollar Valley of the Bees). Your advertising may be going swimmingly in the rest of California, but look at inland California before you leap. Here's a 27-county market with a buying income greater than in 25 different states. And the newspapers that cover this inland market in full strength are The Bees. The Bees also offer three types of discounts.*

Data Source: Sales Management's 1961 Copyrighted Survey

McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA AND ORMSBEE

*Three types of discounts:
The Bees offer national advertisers discounts on 1 **bulk** 2 **frequency**; or 3 **standard page discounts**. Check O'Mara and Ormsbee for details.

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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CALIFORNIA (*Cont'd*)																		
SAN JOSE (Palo Alto, Sunnyvale)	Santa Clara	782.4	.4169	31	225.3	1,991,331	.5148	27	2,545	8,839	130	1,150,157	.4837	31	5,105	125	.4859	117
SANTA BARBARA	Santa Barbara	190.1	.1013	138	58.5	484,261	.1252	114	2,547	8,278	116	281,585	.1185	119	4,813	113	.1184	117
STOCKTON	San Joaquin	260.5	.1389	104	77.8	570,102	.1474	97	2,188	7,328	106	358,924	.1509	98	4,613	107	.1468	106
Potential Areas																		
MODESTO	Stanislaus	164.3	.0875	154	50.1	320,598	.0828	160	1,951	6,399	107	266,580	.1121	126	5,321	107	.0925	106
SANTA ROSA	Sonoma	158.1	.0843	163	50.6	335,146	.0867	154	2,120	6,623	109	240,365	.1011	143	4,750	109	.0905	107
VENTURA-OXNARD	Ventura	226.0	.1205	124	62.1	520,931	.1347	108	2,305	8,389	118	257,569	.1083	134	4,148	116	.1239	103
Total Above Areas		15,383.8	8.1972		4,887.7	39,862,801	10.3058		2,591	8,156		23,044,677	9.6920		4,715		9.6999	118
State Totals		17,093.4	9.1082		5,461.0	43,570,514	11.2644		2,549	8,067	113	25,449,168	10.7033		4,712	113	10.6648	117
HAWAII																		
Standard Areas																		
HONOLULU	Honolulu	544.1	.2899	57	128.1	1,086,414	.2809	60	1,997	8,481	110	567,011	.2384	68	4,426	106	.2700	93
Total Above Areas		544.1	.2899		128.1	1,086,414	.2809		1,997	8,481		567,011	.2384		4,426		.2700	93
State Total		671.8	.3580		162.1	1,290,602	.3337		1,921	7,962	108	675,038	.2839		4,164	105	.3238	90

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14 Ways

to Get Prospects into Your Act—

Selling Themselves for You

Wouldn't practical information of this sort help your salesmen produce more for the company and themselves? They'll find it in "How to Make a Salesman of the Customer" —a Sales Management Sales Builder of the Month booklet.

Why not get the facts today on this unique sales development course — whole sell in meaty monthly nutshells. It's helping 27,000 salesmen sell better — month after month. Available for as little as 23¢ a month per man. Write:

Books and Services Division

SALES MANAGEMENT

630 Third Avenue New York 17, N.Y.


Sell Spells M-O-R-E
...In Metro San Jose!
More People...
702,800 in '61
- 655,000 in '60
47,800 - M-O-R-E (290,547 in '50)
Means More Building...
Sixth in home building among nation's 3,027 counties.
15,000 homes forecast for this year! (16,407 last year)
And More Eating...
Because there are more people.
And More Advertising...
Mercury second in the nation in retail food lineage.
News first among PM's in 11 Western states in total food lineage!
Covered ONLY by the
Mercury and News
A Ridder Newspaper
Sources:
State Department of Finance
National Ass'n of Home Builders
(First six months of '61)
Media Records

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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OREGON																		
Standard Areas																		
EUGENE	Lane	175.3	.0934	148	52.6	360,360	.0932	144	2,056	6,851	109	215,595	.0906	156	4,099	107	.0925	99
PORTLAND		856.8	.4567	29	280.1	1,794,481	.4639	35	2,094	6,407	106	1,217,446	.5121	28	4,346	105	.4770	104
	Clackamas	121.4	.0647		37.1	230,700	.0596		1,900	6,218	110	110,422	.0465		2,976	110	.0567	88
	Clark, Wash.	97.6	.0521		29.9	178,147	.0460		1,825	5,958	105	99,558	.0419		3,330	104	.0460	88
	Multnomah	535.0	.2851		182.6	1,177,174	.3044		2,200	6,447	104	903,070	.3798		4,946	104	.3232	113
	Washington	102.8	.0548		30.5	208,460	.0539		2,028	6,835	115	104,396	.0439		3,423	113	.0511	93
Potential Areas																		
SALEM		152.7	.0813	167	45.2	271,366	.0701	175	1,777	6,004	106	188,590	.0794	169	4,172	107	.0751	92
	Marion	126.1	.0672		37.0	225,754	.0583		1,790	6,101	107	168,947	.0711		4,566	108	.0639	95
	Polk	26.6	.0141		8.2	45,612	.0118		1,715	5,562	102	19,643	.0083		2,395	103	.0112	79
Total Above Areas		1,184.8	.6314		377.9	2,426,207	.6272		2,048	6,420		1,621,631	.6821		4,291		.6446	102
State Total		1,841.8	.9814		580.6	3,681,408	.9517		1,999	6,341	106	2,485,301	1.0453		4,281	106	.9857	100
WASHINGTON																		
Standard Areas																		
SEATTLE		1,186.0	.6320	20	385.2	2,810,962	.7267	20	2,370	7,297	110	1,798,210	.7564	19	4,668	110	.7167	113
	King	994.9	.5301		327.4	2,441,607	.6312		2,454	7,458	110	1,594,967	.6709		4,872	110	.6229	118
	Snohomish	191.1	.1019		57.8	369,355	.0955		1,933	6,390	114	203,243	.0855		3,516	112	.0938	92

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HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information of the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" blanks developed from a consensus among experts on hiring salesmen.

These detailed four-page forms will give you all the base information you need on each applicant. They have been approved by legal experts as conforming to the New York state anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—

SALES MANAGEMENT

630 Third Ave. **New York 17, N. Y.**


watch
the women
go Buy!
The Portland retailer, with one eye on the cash register and the other on selling costs, chooses The Oregonian as his base advertising medium. Last year he ran more lines in The Oregonian than ever before . . . the most in 110 years! Experience has taught him that Oregonian advertising pays the fastest and the most. You, too, will get more results faster in the one medium that covers the entire Oregon Market . . . The Oregonian.
the Oregonian
PORTLAND, OREGON
Growing Medium in One of America's Growingest Markets.
Represented Nationally by Maloney, Regan & Schmitt, Inc.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of U.S.A.	Rank	Households (thous.)	Net Dollars ($000)	% of U.S.A.	Rank	Per Capita	Per Household	2-Year Growth Index to end of 1962	Total ($000)	% of U.S.A.	Rank	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
SPOKANE	Spokane	294.1	.1567	91	92.7	648,521	.1677	85	2,205	6,996	100	417,341	.1755	85	4,502	110	.1678	107
TACOMA	Pierce	336.4	.1792	81	99.4	691,978	.1789	82	2,057	6,962	107	391,805	.1648	90	3,942	107	.1747	97
Potential Areas																		
BELLINGHAM	Whatcom	70.6	.0376	285	20.1	125,326	.0324	284	1,775	6,235	102	99,245	.0417	266	4,938	104	.0362	95
BREMERTON	Kitsap	85.7	.0457	259	26.6	168,615	.0436	244	1,968	6,339	104	90,451	.0380	280	3,400	105	.0423	93
PASCO-KENNEWICK-RICHLAND		93.4	.0497	242	26.5	226,370	.0586	202	2,424	8,542	111	116,532	.0489	237	4,397	108	.0539	108
	Benton	66.3	.0353		18.7	157,192	.0407		2,371	8,406	108	69,262	.0291		3,704	104	.0361	102
	Franklin	27.1	.0144		7.8	69,178	.0179		2,553	8,869	121	47,270	.0198		6,060	115	.0178	124
YAKIMA	Yakima	147.8	.0787	171	43.8	243,222	.0629	191	1,646	5,553	104	192,583	.0810	167	4,397	105	.0715	91
Total Above Areas		2,214.0	1.1796		694.3	4,914,994	1.2708		2,220	7,079		3,106,167	1.3063		4,474		1.2631	137
State Total		2,993.9	1.5953		928.5	6,459,570	1.6700		2,158	6,957	108	4,047,348	1.7022		4,359	108	1.8647	104

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How Many of Your Salesmen Are ABOVE Average?

Men with **developed** personalities—who have learned how to sell themselves—can earn twice as much as men who make little or no effort to develop their personalities.

It will pay your salesmen to read "Selling Yourself"—a Sales Management Sales Builder of the Month booklet. Pay you and your company, too, to make this entire series of booklets available to the salesmen.

For more information on this unique sales development course—**whole** sell in meaty monthly nutshells—write:

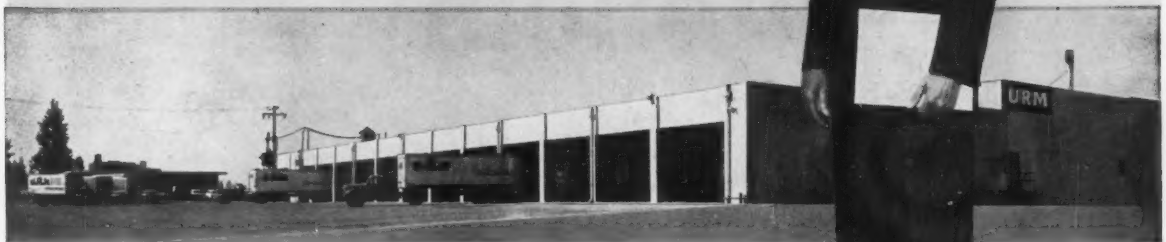
Books and Services Division

SALES MANAGEMENT

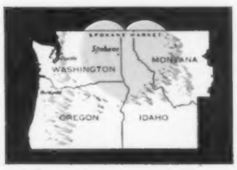
630 Third Avenue New York 17, N.Y.

How a leading Pacific Northwest food distributor SELLS the Spokane Market that's . . .

4 TIMES AS BIG AS IT LOOKS



URM warehouse in Spokane, recently constructed at a cost of $1,700,000, is housing and distributing headquarters for products that stock the shelves of 300 URM stores throughout the Spokane Market. Storage area exceeds 300,000 square feet. 59 trucks load and unload daily at the warehouse's 4 docks.



THE MILLION-BILLION SPOKANE MARKET enables businessmen like Mr. Vawter, who know the true size of the market, to meet high sales quotas in the Pacific Northwest. It is a prosperous 36-county trading area, but the real sales potential is missed if the market is measured by Spokane's metro area alone!

1.1 million people live in this big, cohesive market. They have an income in excess of $2.1 billion and spend over $1.4 billion at retail annually. Any way you measure the Spokane Market—by its population, income or retail sales—it's 4 times as big as Metropolitan Spokane.

The market's residents are unified by common interests . . . consider Spokane, centrally located in the market, their educational, cultural, medical and trading center.

Another factor which helps weld the market together is the fact these people look upon Spokane's two dailies as local papers. Together The Spokesman-Review and Spokane Daily Chronicle reach:

- approximately 50% of the families in the FULL 36-county Spokane Market;
- 70% of the families in Spokane's big 24-county Retail Trading Zone;*
- over 90% of the families in Metropolitan Spokane.

* 24 counties, latest data, with exception of circulation unavailable for parts of counties as defined by A.B.C.

"There is much more to the Spokane Market than just metropolitan Spokane. We know because United Retail Merchants stores dot the vast trading area which extends over two hundred miles in every direction from Spokane. We treat it as a single sales entity, and cover it with the Spokane dailies—The Spokesman-Review and Spokane Daily Chronicle."

— F. F. Vawter, Secretary-Treasurer
URM Stores, Inc., Spokane, Washington

4 TIMES AS BIG AS IT LOOKS IN PEOPLE, INCOME, RETAIL SALES

	Metropolitan Spokane	36-County Spokane Market
Population	282,000	1,119,500
Net Income	$594,973,000	$2,166,306,000
Retail Sales	$381,133,000	$1,444,787,000

Source: Sales Management, "Survey of Buying Power," May 10, 1961

THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE

Coast-to-Coast NEWSPAPERS SELL THE MOST!

Advertising representatives: Cresmer & Woodward, Inc., Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

Marketing on the Move

U.S. Firms Try It and Find

Autonomy Works In Canada

A great many U.S. companies run their Canadian operations like branch offices, but there is a distinct trend toward throwing the ball to the Canadians. Leading marketers such as Johnson's Wax, Standard Oil, Hallmark, Royal McBee and Schick put Canadians in command and let them make marketing decisions. The U.S. headquarters offer plenty of ideas—but no commands.

Canada offers a great, growing, prospering sales opportunity. The myriad market figures and statistics on the following pages attest eloquently to that fact.

Many a manufacturer—European as well as U.S.—long ago founded a subsidiary or opened a sales office in Canada. A recent survey of Sales Management's Sales Leadership Panel indicates that 87% of the reporting American companies are selling in the Canadian market.

Yet, a lot of U.S. companies selling in Canada have run into a flock of problems in recent years. To a certain extent, they may have brought them on themselves. The Canadian public and press has roundly criticized U.S. manufacturers for dominating their country economically. The Canadian government has periodically ranted and raised taxes on them.

But this is more than "Canadian nationalism" at work. It is a natural reaction by the Canadians to a U.S. management whose attitude they often consider dictatorial, misunderstanding, uncompromising.

Although a great many U.S. companies still run their Canadian operations like branch sales offices, there is a distinct trend toward throwing the ball to the Canadians. A growing number of American companies are putting the Canadians in full command of their marketing operations north of the border.

Such leading U.S. companies as S. C. Johnson & Son, Standard Oil, Hallmark, Royal McBee, Schick and Sheaffer Pen let their Canadian executives make the marketing decisions. Their headquarters in the States offers plenty of marketing ideas and advice when sought, but they don't dictate decisions.

Sales Management recently visited Toronto to talk to these companies as a representative group of autono-

In Canada, no other national medium reaches so many people, so consistently, so colorfully, so definitely as

Weekend
MAGAZINE

AND ITS FRENCH LANGUAGE EDITION
Perspectives

a net paid circulation every week of

2,098,000*

46% coverage of all Canadian homes

Weekend Magazine/Perspectives is published as part of the week-end editions of 39 leading newspapers' from coast to coast. Represented in the U.S. by O'Mara & Ormsbee, Inc. — New York, Chicago, Detroit, San Francisco and Los Angeles.

*Effective 1962

mous subsidiaries. The purpose: to seek their Canadian managements' opinions on what makes a successful U.S.-owned Canadian operation.

First, of course, it begins with the basic attitude of the U.S. parent company. And to the Canadians, who are justifiably sensitive to U.S. bossism, this is even reduced to a matter of semantics. For the words "U.S. subsidiary in Canada" strike a sensitive nerve, and the wise U.S. marketer deletes them from his vocabulary. In their stead he uses a phrase which states, in effect, "a Canadian company owned largely by U.S. shareholders."

The need for this basic attitude is clearly explained by the head of Standard Oil (N.J.) Company's Canadian operation. J. R. White, president of Imperial Oil, put it this way in a speech last year: "Recognition that it is a 'Canadian company' rather than a 'U.S. subsidiary' is of fundamental significance. It immediately establishes an attitude toward operational problems, a realization that the new project will have to be governed by conditions as it finds them in Canada, not simply by conditions which the parent company may be experiencing in the U.S. Such an attitude is essential for the financial success of any such venture. It is also essential from the growth standpoint because conditions in Canada may push the Canadian company into fields not originally contemplated by the parent company, or may lead to its expanding at substantially different rates from those experienced by the parent company in the U.S."

►A company's attitude toward the Canadian market must be different because the market itself is so different from the U.S.

For example, President White of Imperial Oil points out, "the timing, extent and pattern of business cycles in Canada has not coincided exactly with the timing in the U.S. There are other differences, such as interest rates for money, which, both in terms of the absolute level and the timing of changes, can vary between the two countries.

"These economic variations reflect basic differences between the two countries. Such factors as the heavy Canadian dependence on exports (about 20% of the Gross National Product in Canada compared to roughly 5% in the U.S.) and on the development of natural resources tend to create a sharply different business climate. As a result, the problem of forecasting is quite different in the two countries."

►Then, of course, a major difference between Canada and the U.S. is that Canada is a bilingual country. A large share of its population is French-speaking and is largely unreceptive to U.S.-made advertising or U.S.-created appeals. These people not only speak differently but often live and respond differently. A local knowledge and understanding of this market is almost compulsory for success.

Who Makes the Decisions?

Once the U.S. company, realizing the vast market differences, adopts an enlightened attitude toward its Canadian operation, it usually puts Canadian management in the driver's seat and lets them run their own show.

A native Canadian who has achieved considerable marketing success in the U.S. is Ian Dowie, the president of Canadian Breweries, Ltd., parent of Carling Brewing Co., now the 4th largest U.S. brewer. Dowie declared quite definitely that "the most successful marketing operations in Canada—be they owned by U.S. interests, or British, or Canadian, or whatever—let their Canadians run the show. Then, if it's a U.S. company, the Canadians go down to the States to pick brains, but not to get orders."

Imperial Oil's White insists on it. He holds that, where possible, "the marketing, advertising, forecasting and capital budgeting functions of a Canadian company with majority U.S. shareholding should be carried on in Canada. Decentralization, a desirable principle in any event, verges on the compulsory when the operation is transferred across an international border. Management closely geared to local needs is necessary for the most fundamental step in integrating a company into the Canadian community—financial success."

The successful integration of an American-controlled Canadian operation, says White, "is simply a matter of good management. The basic principles are essentially the same across an international border as they are at home.

"In the foreign-owned Canadian company, decentralization of management is a must; social responsibility in management is a must. But then, where, in the final analysis, are such qualitities not a must?"

One of the really successful Canadian companies is Johnson's Wax, known officially as S. C. Johnson & Son, Ltd. While its U.S. parent is the tightly managed, privately owned S. C. Johnson & Son, in Canada. Johnson's is "a pretty autonomous operation."

"And," says F. F. Wiley, advertising and merchandising manager of the Canadian Johnson's, "this has helped make us grow and prosper."

But Bud Wiley immediately puts his finger on a critical factor: "Success, of course, has a lot to do with it. And it probably creates a very happy vicious circle. First, they [in the U.S.] let us do the job ourselves. Fortunately, we have been doing a sound marketing job—so they don't question it. Then we go ahead—more success leads too more autonomy. But first they had to adopt the right attitude; they had to give us the independence and authority to handle the Canadian operation."

Wiley is quick to charge that "some other U.S. companies meddle in the affairs of their Canadian operations. They have to see everything. They look at it from the U.S. viewpoint, which may be totally irrelevant; then they water down the Canadian plans."

►This attitude of bossism, says Wiley, "can create the opposite type of vicious circle. Down and down you go. They meddle; so the Canadians are stifled. They interfere; so the Canadians are paralyzed.

"This kind of U.S. attitude stifles creativity in Canadian marketing people. It kills ambition. It leads to an atmosphere and attitude that is tuned only to 'what'll New York think of this' or 'they'll never okay that in Chicago.'"

Many Canadian marketers feel that too many U.S. companies run their Canadian operations from the States. "A lot of U.S. firms, says Wiley, "second-guess every Canadian decision. And their guesses are based on U.S. tastes, experiences and impressions.

"They ask: 'Why change from what's successful in the U.S.' Or they sneer: 'You Canadians just want to be different.' They fight every change,

whether it is in advertising, packaging, distribution, or whatever. If you're down there in the States, you're bound to think that the Canadians aren't using the best marketing techniques, that we're behind the times. But it's often a case of the guy in New York not understanding the Canadian market."

Wiley relaxes when he explains the smooth situation that he enjoys at Johnson's Wax: "We go down to Racine for brainpicking, for ideas. We don't go there for commands, or second guesses—and don't get them."

He readily adds that "I don't think Canadians are any slower in developing new marketing techniques—whether they be advertising, deals with retailers, tie-ins, market research, packaging, or what. But in the U.S. they do have the people and the resources—in numbers—the specialists to concentrate on and perfect the fine points. And we welcome their ideas and advice.

"But Racine never says to us: 'Do this, or don't do that.' They leave the decision-making to us. They encourage the exchange of ideas. They show us the new marketing methods and ideas. They help enlighten us. And then we take it from there, and we decide what we can use.

"We visit our U.S. headquarters twice a year, with a marketing plan in fairly broad terms—objectives, goals, volumes, costs, sales plans. They sometimes question our plans. But we're leading from success, and we almost always get our way."

Another highly autonomous Canadian operation is the McBee Co., Ltd. The company's management is entirely Canadian, except for two U.S. directors on the board.

President T. P. Lownsbrough explains that "we rely on Royal McBee in the U.S. for high policy, which direction we're going. We submit complete budget plans to the U.S. once a year, along with sales forecasts. There are also two board meetings a year, and sales plans are discussed. We consult with them by phone frequently, but we implement the policy ourselves.

"It's a fine relationship. They're always there with the advice and counsel when we need it."

►Does McBee get any orders from the U.S.? "Yes, when they want a certain policy carried out. For example . . ." But President Lownsbrough scratched his head, thought for half a minute, and admitted, "I can't think of one off hand. It's a rare occurrence. Their orders are usually restricted to cost accounting or other procedural duties. Or, oh yes, in marketing, 'you will not offer time payments,' for example.

"When you're working closely with someone, you know what to expect. They give us all the benefit of their experience—but don't give us orders."

Lownsbrough's sales vice president, J. W. Bryers, adds that in the Canadian office equipment industry, "all but about two of the top jobs are held by Canadians. We're one of the most advanced industries as far as U.S. attitudes are concerned."

Bryers points out that a Canadian operation doesn't have to lag behind its U.S. owner. "We try out a lot of new methods up here, and they watch us closely in the States. We try new techniques—in compensation, sales management methods, new products—and iron out the bugs. Then the U.S. parent adopts them. They encourage us to innovate.

"You can afford to gamble in a smaller company, as we do in Canada. But the giant U.S. firms are often too big to take some gambles."

One big company that doesn't take gambles by interfering with its Canadian operation is Hallmark Cards, Inc. Its wholly owned Canadian company, William E. Coutts Co., Ltd., has "very little direct contact with Hallmark on advertising and other sales matters." So says William G. Kay, sales manager of Coutts-Hallmark.

He explains that Coutts had been a successful Hallmark affiliate since 1932, that Hallmark bought part of the firm in 1948 and the rest in 1958. "Combine our previous success with their recognition that marketing conditions are completely different in Canada, and it makes it easy for Hallmark to give us complete freedom in making decisions."

Again, that little matter of success arises. Says Kay: "When a U.S. firm takes over a successful Canadian op-

(Continued on page 257)

Population, Income, Sales Projections to Jan., 1963

SM Summary of Data for All Provinces

PROVINCES AND AREAS	POPULATION SM Estimates as of 1/1/63			EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62					RETAIL SALES SM Estimates, year ending 12/31/62				SALES—ADV. CONTROLS	
	Total (thous.)	% of Canada	Households (thous.)	Net Dollars ($000)	% of Canada	Per Capita	Per Household	2-Year Growth Index to ens of 1962	Total ($000)	% of Canada	Per Household	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
Newfoundland	489.0	2.5904	97.6	400,525	1.5270	819	4,104	109	258,096	1.4833	2,644	107	1.7266	67
Nova Scotia	744.3	3.9428	171.3	823,766	3.1407	1,107	4,809	105	630,477	3.6234	3,681	105	3.4459	87
Prince Edward Island	107.9	.5716	24.8	110,077	.4197	1,020	4,439	108	115,215	.6621	4,646	107	.5228	91
New Brunswick	629.0	3.3320	138.2	607,088	2.3146	965	4,393	108	489,653	2.8140	3,543	107	2.6679	80
Quebec	5,418.6	28.7043	1,246.4	6,592,355	25.1339	1,217	5,289	110	4,208,809	24.1881	3,377	109	25.5642	89
Ontario	6,490.6	34.3832	1,665.3	10,221,908	38.9719	1,575	6,138	108	6,635,369	38.1336	3,984	107	37.8027	110
Manitoba	932.9	4.9419	246.2	1,318,192	5.0257	1,413	3,354	105	855,010	4.9138	3,473	104	4.9754	101
Saskatchewan	927.4	4.9128	239.2	1,174,263	4.4770	1,266	4,909	105	981,011	5.6379	4,101	106	4.9124	100
Alberta	1,389.4	7.3602	364.6	2,042,615	7.7876	1,470	5,602	111	1,449,331	8.3293	3,975	110	7.8646	107
British Columbia	1,709.8	9.0574	503.5	2,900,197	11.0573	1,696	5,760	112	1,761,244	10.1219	3,498	108	10.3767	115
Yukon-Northwest Territory	38.4	.2034	7.8	37,922	.1446	988	4,862	111	16,120	.0926	2,067	108	.1408	69
Total All Provinces	18,877.3	100.0000	4,704.9	26,228,908	100.0000	1,389	5,575	108	17,400,335	100.0000	3,698	108	100.0000	100

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Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Tota (thous.)	% of Canada	Rank	House-holds (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of Canada	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
NEWFOUNDLAND																		
ST. JOHN'S	Division 1	194.2	1.0287	14	39.9	171,869	.6553	22	885	4,307	105	130,741	.7514	17	3,277	106	.7588	74
Total Above Areas		194.2	1.0287		39.9	171,869	.6553		885	4,307		130,741	.7514		3,277		.7588	74
Province Total		489.0	2.5904		97.6	400,525	1.5270		819	4,104	100	258,096	1.4833		2,644	107	1.7266	67
NOVA SCOTIA																		
HALIFAX	Halifax	229.7	1.2168	12	51.2	284,478	1.0846	14	1,238	5,556	106	219,452	1.2612	12	4,286	109	1.1640	96
SYDNEY-GLACE BAY	Cape Breton	130.3	.6902	23	27.2	151,421	.5773	24	1,162	5,567	102	111,398	.6402	21	4,096	105	.6188	90
Total Above Areas		360.0	1.9070		78.4	435,899	1.6619		1,211	5,560		330,850	1.9014		4,220		1.7828	93
Province Total		744.3	3.9428		171.3	823,786	3.1407		1,107	4,809	105	630,477	3.6234		3,681	105	3.4459	87
NEW BRUNSWICK																		
MONCTON	Westmoreland	94.7	.5017	28	21.4	104,872	.3998	33	1,107	4,901	103	79,274	.4556	26	3,704	102	.4389	87
ST. JOHN	St. John	86.1	.4567	29	21.8	107,523	.4099	32	1,220	4,932	104	112,997	.6494	20	5,183	108	.4931	106
Total Above Areas		180.8	.9584		43.2	212,395	.8097		1,162	4,917		192,271	1.1050		4,451		.9300	96
Province Total		629.0	3.3320		138.2	607,088	2.3146		965	4,393	108	489,653	2.8140		3,543	107	2.6679	80

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le nouveau journal

CREATES NEW MONTREAL MEDIA PICTURE

Wise Advertisers Cannot afford to ignore new French-language evening daily

There have been radical changes in the Province of Quebec. The French-speaking population is in the process of dynamic evolution. To spear-head this changing mood a new evening daily has entered the Montreal scene — le nouveau journal. This excitingly perceptive paper reflects the new Quebec spirit and speaks in a sophisticated voice to, and for, the vast number of French-Canadians interested in the re-emergence of their Province. The acceptance of le nouveau journal points up the need to include this new daily in any advertising plan designed to reach the ever-increasing French-Canadian market. COVERAGE: Metropolitan Montreal market plus overflow to many other areas. le nouveau journal will be pleased to forward further information on request.

Head Office: 980 St Antoine St., Montreal, P.Q. Telephone: UN 6-4781

Toronto Office: Suite 1315 Carlton Tower, 2 Carlton St. Toronto, Ont. Telephone: 366-1789

le nouveau journal

METRO AREA	County	POPULATION SM Estimates as of 1/1/63				EFFECTIVE BUYING INCOME SM Estimates, year ending 12/31/62						RETAIL SALES SM Estimates, year ending 12/31/62					SALES—ADV. CONTROLS	
		Total (thous.)	% of Canada	Rank	House-holds (thous.)	Net Dollars ($000)	% of Canada	Rank	Per Capita	Per House-hold	2-Year Growth Index to end of 1962	Total ($000)	% of Canada	Rank	Per House-hold	2-Year Growth Index to end of 1962	Buying Power Index	Quality Index
QUEBEC																		
CHICOUTIMI-JONQUIERES																		
	Chicoutimi.....	160.4	.8497	19	28.1	144,838	.5522	25	903	5,154	105	72,348	.4156	30	2,575	103	.5708	67
MONTREAL..........................		2,188.0	11.5906	1	603.9	3,597,617	13.7162	1	1,644	5,957	108	2,232,241	12.8288	2	3,696	109	13.0249	112

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3RD LARGEST MARKET in "La Province de QUEBEC!"

- CHICOUTIMI
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CKRS RADIO TELEVISION

JONQUIERE, QUE.

Bonus Market of 110,800 in LAKE ST. JOHN

Canada: Jos. A. Hardy & Co. Ltd.
U.S.A.: Young Canadian Ltd.

AND GOES WITH MONTREAL

	1951	1961*	% increase
Population Total	1,021,520	1,764,800	73%
Circulation†	61,464	125,968	105%

*Sales Management, 1961
†ABC Mar. 31st, 1961.

Canada's second largest English Market...
sold on and by its morning newspaper!

The Gazette
CANADA'S BEST NEWSPAPER • ESTABLISHED 1778

Metropolitan Area Projections to Jan., 1963–(Cont'd)

SM Estimates of Population, Income, Sales, with Rankings and Growth Indexes

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	Chambly......	168.6	.8931		39.3	210,518	.8026		1,249	5,357	115	72,450	.4164		1,844	116	.7098	79
	Montreal & Jesus Island	2,019.4	10.6975		564.6	3,387,099	12.9136		1,677	5,999	108	2,159,791	12.4124		3,825	109	12.3200	115

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THE LARGEST ENGLISH AUDIENCE—BY FAR, IN MONTREAL AND SOUTHWEST QUEBEC

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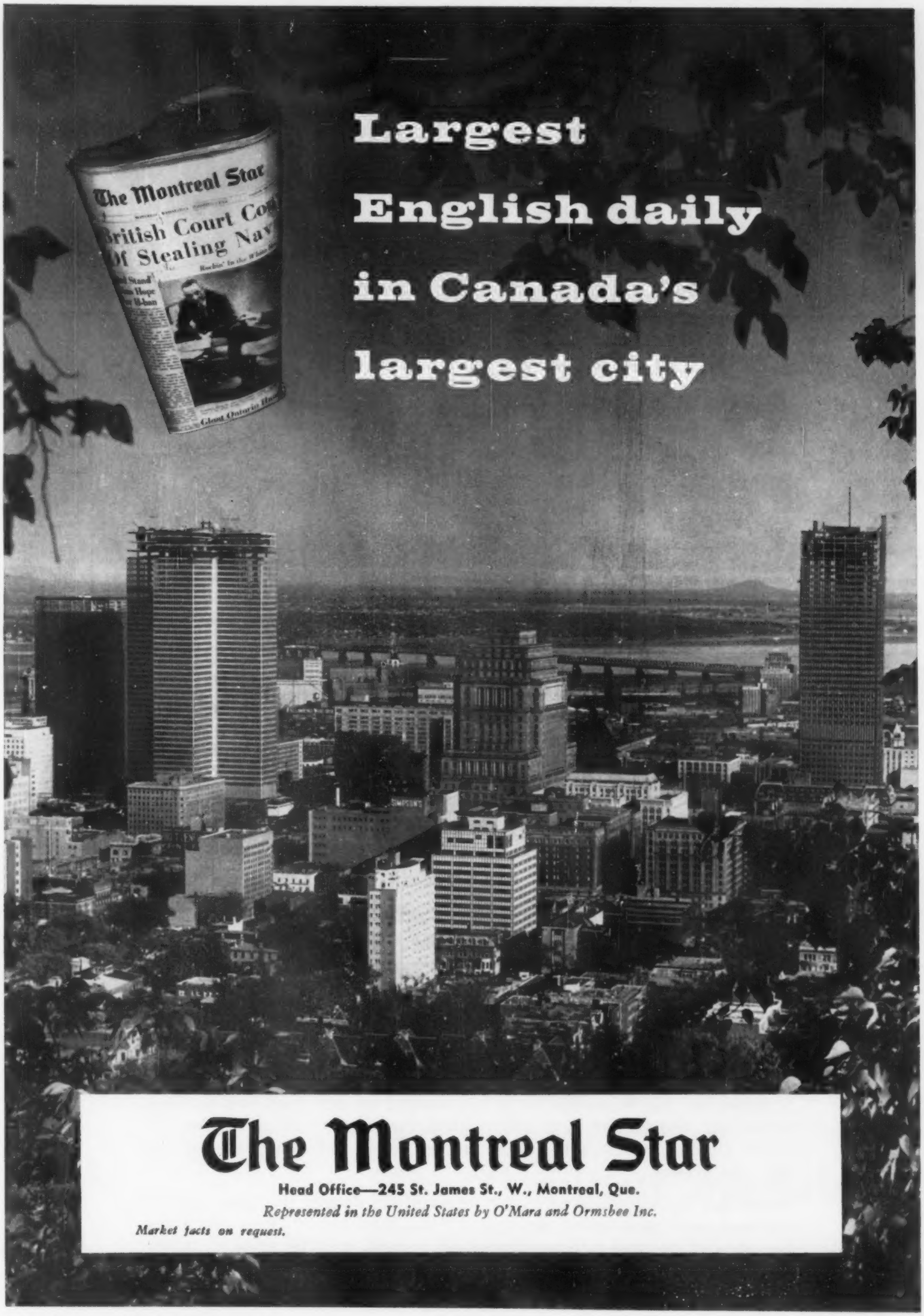
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English daily
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The Montreal Star
Head Office—245 St. James St., W., Montreal, Que.
Represented in the United States by O'Mara and Ormsbee Inc.
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RADIO
CHRC
QUÉBEC
SELLS THE ENTIRE ECONOMIC REGION
10,000 WATTS 800 Kc. EFFICIENTLY REPRESENTED BY JOS. A. HARDY CANADA YOUNG CANADIAN U.S.A.

Metropolitan Area Projections to Jan., 1963—(Cont'd)

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QUEBEC		396.1	2.0983	7	84.2	435,737	1.6613	10	1,100	5,175	107	325,355	1.8698	9	3,864	109	1.8113	86
	Levis	53.1	.2813		10.6	49,291	.1879		928	4,650	106	35,625	.2047		3,361	108	.2116	75
	Quebec	343.0	1.8170		73.6	386,446	1.4734		1,127	5,251	107	289,730	1.6651		3,937	109	1.5997	88
SHAWINIGAN FALLS-TROIS RIVIERES	St. Maurice	114.2	.6050	25	25.1	130,545	.4977	27	1,143	5,201	103	98,276	.5648	24	3,915	101	.5393	89
SHERBROOKE	Sherbrooke	83.7	.4434	31	20.0	99,876	.3808	34	1,193	4,994	105	65,775	.3780	32	3,289	104	.3925	89
Total Above Areas		2,942.4	15.5870		761.3	4,408,613	16.8082		1,498	5,791		2,793,995	16.0572		3,670		16.3388	105
Province Totals		5,418.6	28.7043		1,246.4	6,592,355	25.1339		1,217	5,289	110	4,208,809	24.1881		3,377	109	25.5642	89
ONTARIO																		
BRANTFORD	Brant	82.4	.4365	33	22.4	126,313	.4816	28	1,533	5,639	102	75,390	.4333	28	3,366	102	.4581	105
FORT WILLIAM-PORT ARTHUR	Thunder Bay	161.9	.8576	18	39.8	233,351	.8897	19	1,441	5,863	108	109,553	.6296	22	2,753	105	.8053	94
GUELPH	Wellington	83.9	.4439	30	22.4	121,498	.4632	29	1,449	5,424	102	75,500	.4339	27	3,371	103	.4506	102
HAMILTON	Wentworth	368.2	1.9505	8	95.0	614,404	2.3425	7	1,669	6,467	106	360,264	2.0704	8	3,792	107	2.1825	112
KINGSTON	Frontenac	82.9	.4392	32	20.7	111,872	.4265	31	1,349	5,404	102	63,489	.3649	33	3,067	100	.4106	93
KITCHENER	Waterloo	185.9	.9848	16	49.1	280,990	1.0713	15	974	5,723	108	175,307	1.0075	15	3,570	107	1.0349	105

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95.7% OF ALL HOUSEHOLDS IN HAMILTON

CANADA'S 4th FOOD SALES MARKET

These are simple, positive facts no smart marketing man can ignore.*

If you're looking for profits, food-wise, sell Hamilton. To sell Hamilton successfully, (food or other-wise) use the pages of THE HAMILTON SPECTATOR. More Spectators are sold in Hamilton than there are households.

*Food sales in Metropolitan Hamilton total $84,156,000. Source—Sales Management Survey of Buying Power.

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The Hamilton Spectator

A SOUTHAM NEWSPAPER

UNITED STATES	TORONTO	MONTREAL
Cresmer & Woodward Inc.(Can. Div.)	The Southam Newspapers	The Southam Newspapers
New York, Detroit, Chicago,	88 University Ave.	1070 Bleury St.
San Francisco, Los Angeles, Atlanta	K. L. Bower, Manager	J. C. McCague, Manager

hit hard where it counts!
drive it home to a rich market

LONDON *with Southwestern Ontario*

When you hitch your sales message to the driving power of The London Free Press, you hit hard where it counts . . . with the medium that counts! Dominant circulation in a market that is forging ahead faster than Sales Management's best estimates . . . earning power that puts the market way above average *and competition that demands your best efforts.*

Make the smart move to This Total Selling medium NOW!

The London Free Press
Western Ontario's Foremost Newspaper

Metropolitan Area Projections to Jan., 1963—(Cont'd)

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LONDON	Middlesex	228.9	1.2126	13	63.9	394,680	1.5048	12	1,724	6,177	107	252,188	1.4493	11	3,947	108	1.4297	118
OSHAWA	Ontario	145.1	.7686	21	37.8	240,351	.9164	18	1,656	6,358	112	136,072	.7820	16	3,599	115	.8465	110
OTTAWA		501.8	2.6582	4	120.4	738,511	2.8157	5	1,472	6,134	109	407,892	2.3442	5	3,388	106	2.6428	99
	Hull	136.1	.7210		29.9	142,702	.5441		1,049	4,773	106	70,141	.4031		2,346	104	.5372	75
	Carleton	365.7	1.9372		90.5	595,809	2.2716		1,629	6,584	109	237,751	1.9411		3,732	106	2.1056	109

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With one call you can pick your . . .

TIME! SHOW! STATION! MARKET!

and you can even pick your network (English and French)

CBC Television Sales • Canadian Broadcasting Corporation • 354 Jarvis Street, Toronto

In New York, call Long Distance, ask for ENterprise 6961 (no toll charge)

WANT YOUR SHARE?

Help yourself to

THE GLOBE & MAIL MARKET—

Through The Daily, The Weekly, Tuesday Financial & Business & Marketing Pages. Over 550,000 people **really read** The Globe Magazine, both editorial and advertising. In Metropolitan Toronto 116,000 Weekly Globe and Mail readers read no other weekend paper.

New York Address
33 West 42nd Street, Suite 1238,
New York 36, N. Y.

Miami Address
2045 Northeast 198 Terrace,
North Miami Beach, Florida

Metropolitan Area Projections to Jan., 1963—(Cont'd)

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PETERBOROUGH	Peterborough	78.2	.4143	34	20.8	115,778	.4414	30	1,481	5,566	104	69,868	.4015	31	3,359	102	.4240	102
ST. CATHARINES	Lincoln	183.7	.9731	17	51.0	323,495	1.2334	13	1,761	6,343	111	105,184	.6045	23	2,062	108	.9927	102
SARNIA	Lambton	105.3	.5578	25	28.7	167,783	.6397	23	1,593	5,846	104	73,890	.4247	29	2,575	102	.5588	100
SAULT STE. MARIE	Algoma	126.9	.6722	24	29.0	177,620	.6772	21	1,399	6,125	112	96,265	.5532	25	3,319	113	.6390	95
SUDBURY	Sudbury	193.2	1.0235	15	43.1	279,121	1.0642	16	1,445	6,476	109	116,408	.6690	19	2,701	106	.9376	92
TIMMINS	Cochrane	101.7	.5387	27	23.1	135,380	.5161	26	1,331	5,861	105	61,166	.3515	34	2,468	103	.4712	87
TORONTO	York	1,799.9	9.5347	2	452.0	3,243,270	12.3653	2	1,802	7,175	108	2,441,824	14.0332	1	5,402	109	12.2996	128
WINDSOR	Essex	265.3	1.4054	11	70.7	427,142	1.6285	11	1,610	6,042	102	189,692	1.0902	14	2,683	101	1.4224	101
Total Above Areas		4,695.1	24.8716		1,189.9	7,731,559	29.4775		1,647	6,498		4,809,952	27.6429		4,042		28.0062	113
Province Total		6,490.6	34.3832		1,665.3	10,221,988	38.9719		1,575	6,138	108	6,635,369	38.1336		3,984	107	37.8027	110
MANITOBA																		
WINNIPEG		501.0	2.6540	5	133.9	804,081	3.0656	4	1,605	6,005	104	514,704	2.9580	4	3,844	104	2.9510	111
	Div. 6	405.6	2.1486		108.8	668,293	2.5479		1,647	6,142	104	460,495	2.6465		4,232	104	2.4976	116
	Div. 9	95.4	.5054		25.1	135,788	.5177		1,423	5,410	109	54,209	.3115		2,160	109	.4534	90
Total Above Areas		501.0	2.6540		133.9	804,081	3.0656		1,605	6,005		514,704	2.9580		3,844		2.9510	111
Province Total		932.9	4.9419		246.2	1,318,192	5.0257		1,413	5,354	105	855,010	4.9138		3,473	104	4.9754	101

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Tugboats in Vancouver Harbour

TUG POWER!

The Sun and The Province not only saturate the west's richest market; they have the power to stimulate retail buying action.

In Vancouver City and Retail Trading Zone their combined circulation of 258,465 gives almost 100% saturation, and "same day" reading in more than 7 Census Divisions brings the circulation to 323,831. *That's coverage no other medium can match.*

A recent study by The Market Planning Corporation of America brought out that readers consider both papers "vital sources of advertising information." Conclusion? Advertise in The Sun and The Province and you do more than just display your wares—you grab hold and make the sale.

The Sun — The Province

Representatives:

TORONTO:
Manager: R. C. Boyd
Star Bldg., 80 King St. W.

MONTREAL: Manager: M. Benison, 226 Shell Tower Bldg. **U.S.A.:** Cresmer & Woodward Inc., Canadian Div., New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta **UNITED KINGDOM:** D. A. Goodall ltd., 4 Old Burlington Street, London W. 1, England.

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SASKATCHEWAN																		
REGINA	Div. 6	158.6	.8455	20	41.8	263,694	1.0054	17	1,652	6,308	108	209,456	1.2037	13	5,011	107	1.0329	122
SASKATOON	Div. 11	132.4	.7014	22	35.8	181,358	.6914	20			108	128,496	.7385	18	3,589	105	.7170	102
Total Above Areas		292.0	1.5469		77.6	445,052	1.6968		1,524	5,735		337,952	1.9422		4,355		1.7499	113
Province Total		927.4	4.9128		239.2	1,174,263	4.4770		1,266	4,909	105	981,011	5.6379		4,101	106	4.9124	100
ALBERTA																		
CALGARY	Div. 6	338.1	1.7910	9	93.9	572,333	2.1821	8	1,693	6,065	109	394,947	2.2698	6	4,206	106	2.1302	119
EDMONTON	Div. 11	433.9	2.2985	6	109.1	667.105	2.5434	6			109	392,146	2.2537	7	3,594	106	2.4075	105
Total Above Areas		772.0	4.0895		203.0	1,239,438	4.7255		1,605	6,106		787,093	4.5235		3,877		4.5377	110
Province Total		1,389.4	7.3602		364.6	2,042,615	7.7876		1,470	5,602	111	1,449,331	8.3293		3,975	110	7.9646	107
BRITISH COLUMBIA																		
VANCOUVER	Div. 4	946.4	5.0134	3	285.2	1,580,842	6.0271	3	1,224	5,543	106	998,893	5.7407	3	3,502	104	5.7384	114
VICTORIA	Div. 5	306.0	1.6210	10	93.0	494,623	1.8858	9	1,616	5,319	105	263,633	1.5151	10	2,835	103	1.7216	106
Total Above Areas		1,252.4	6.6344		378.2	2,075,465	7.9129		1,657	5,488		1,262,526	7.2558		3,338		7.4600	112
Province Total		1,709.8	9.0574		503.5	2,900,197	11.0573		1,696	5,760	112	1,761,244	10.1219		3,498	108	10.3767	115

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we are not amused . . .

The very idea! Imagine ignoring Victoria . . . a majestic $158 million market for retail goods and services! Yet that's exactly what an advertiser does when he attempts to cover *all* of British Columbia with mainland media. It just can't be done. Haughty, high-income Victoria demands *special* attention. . . . **VICTORIA PRESS MEANS BUSINESS!** Only Victoria Press speaks to Victorians in their language – reaches practically all of the city's 45,000 metropolitan homes. You can't cover B.C. without it. 80% home-delivered, the Victoria Daily Times and Daily Colonist gives you almost 100% city coverage, less than 10% duplication – *plus* up-Island and suburban centres. Amusing? You'll laugh all the way to the bank!

The Daily Colonist mornings - Tuesday to Sunday

Victoria Daily Times evenings - Monday to Saturday

U.S. REPRESENTATIVES: DeClerque-Shannon in New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco. TORONTO: F.P. Publications Ltd., 320 Bay Street.

(Continued from page 247)

eration, no big change is needed. There are three Canadians and four Americans on our board. They make any major decisions, but no major decisions are made in Kansas City."

Even in a relatively small company, such as the Canadian operation of Schick Safety Razor (division of Eversharp), "they don't dictate to us," declares Roland W. Meeke, assistant general manager. "We make the decisions here, but we keep New York informed. We tell them what we're doing, in advertising, tie-ins, packaging, and such.

"A few years ago we tied in with a shaving cream that was Number Two in the Canadian market, but they tied in with a different cream that was Number One in the U.S. And this worked out very well for us.

"Particularly for a smaller company such as Schick in Canada, it's important in present-day marketing for you to have the freedom to make decisions based on Canadian factors and tastes.

"You can't get bogged down in red tape. By the same token, you must answer for what you've done. Either you're a hero or a bum."

Schick has been in Canada on and off for 25 years. Colgate-Palmolive handled its sales for some time until Schick started its own sales force. Almost four years ago the company opened its own plant in a Toronto suburb with a nucleus of Americans. "Now," claims Meeke, with pride, "We're all Canadians, including myself."

From the south side of the border, W. A. Sheaffer Pen Co. points out that its Canadian company "enjoys a substantial degree of autonomy." Leon H. Black, v-p of international operations, explains that "Canadian President Clyde Everett and his associates are given full responsibility for the company's general sales policy, including sales planning and territorial arrangements.

"Complete responsibility for Canadian advertising and merchandising is also given to the Canadian company. It retains a Canadian agency for planning campaigns, media selection, merchandising materials.

"Naturally the Canadian company tries to conform to known U.S. policy where practical, but it is not imperative to do so," concludes Black.

Specific Areas of Decision

Several areas of marketing abound with examples showing how the Canadians are admirably equipped, because of their proximity to and understanding of local markets, to make their own decisions. For example:

- **Advertising**—When the Canadian operation of Johnson's Wax submits its marketing plan to the Racine headquarters, says Bud Wiley, "We include a paragraph or so on what media we plan to use. But that's never been commented on. In fact, we've never had a critical comment on a marketing plan."

The only comment that Wiley gets is on the total budget for advertising and sales promotion—"because they are concerned about profit." He explains: "Then if they say 'cut 5%' we may come back and say that 'sales will drop 5%.' But we're leading from strength and success, so we usually get our way."

At Schick, says Roland Meeke, "we determine the advertising budget and send it to New York for their information. We decide on the specific ads and media. They give us a fairly free hand in what and how we advertise."

Until recently Schick's Canadian operation was headed by Charles W. Wilson, who has since gone to New York to handle the company's over-all international operations. "He knows what the Canadian problems are," says Meeke. "This should lead to more autonomy for us here."

Nevertheless, while the Canadians like to make their own decisions, they find it advisable to work closely with the American company in advertising matters. At Coutts-Hallmark, for example, says Bill Kay, "national advertising is the area where we run closest in working with Kansas City. The "Hallmark Hall of Fame" on television accounts for our entire national advertising budget, virtually. That represents about 25% of our over-all advertising and promotion budget, with the rest going into point-of-purchase materials for our 3,000 dealers."

(Continued on page 56)

ADVERTISERS INDEX

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DIRECTOR OF SALES PROMOTION
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SERVICE ISSUES PRODUCTION MANAGER
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NEW YORK—W. E. Dunsby, Wm. McClenaghan, Robert B. Hicks, Dan Callanan, Philip L. Patterson, Rick Brough, Don O'Fee, 630 Third Ave., New York 17, N. Y. YUkon 6-4800.

CHICAGO—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; Thomas S. Turner, Western Sales Manager; Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Margaret Schulte.

PACIFIC COAST—John W. Pearce, Pacific Coast Manager, 3055 Wilshire Blvd., Suite 204, Los Angeles 5, Calif., DUnkirk 5-0235; Warwick S. Carpenter, Director of Marketing, Western Area, 731 E. Figueroa St., Santa Barbara, Calif., WOodland 2-3612.

WASHINGTON, D. C. — Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., District 7-6010.

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Too beautiful to unwrap ... too good not to!

No matter how you view it, Canadian Club is *the world's most wanted gift whisky!*

Outside—Resplendent wrappings and gay ribbons (at no extra cost) outsparkle any gift under the tree.

Inside—Famous Canadian Club, with a flavor so distinctive, no other whisky tastes quite like it.

Canadian Club, the lightest whisky in the world, is hailed as "The Best In The House" in 87 lands. It's the finest compliment you can give ... or serve ... at holiday time.

RECIPE FOR AN EXTRA NOTE OF CHEER—
CANADIAN CLUBHOUSE PUNCH

- Thin peel of 2 oranges
- ¼ cup sugar
- 1 bottle Canadian Club
- 2 teaspoons pure orange extract
- 2½ cups fresh orange juice
- 6 oz. fresh lemon juice
- 4 oz. Hiram Walker's Blackberry Liqueur

In mixing bowl, mash thin orange peel in sugar. Add strained orange and lemon juice. Stir until sugar dissolves. Add bottle of Canadian Club, 4 oz. Hiram Walker's Blackberry Liqueur, 2 tsp. orange extract. Let punch season in refrigerator 2 to 4 hours. Remove peel. Pour punch over a block of ice in a punch bowl. Serve in punch cups garnished with a thin slice of orange.

6 YEARS OLD. IMPORTED IN BOTTLE FROM CANADA. BLENDED CANADIAN WHISKY. 86.8 PROOF. IMPORTED BY HIRAM WALKER IMPORTERS, INC., DETROIT MICH., HIRAM WALKER'S BLACKBERRY LIQUEUR, 60 PROOF. HIRAM WALKER & SONS, INC., PEORIA, ILL.

Canadian Club the world's most wanted gift whisky

The Chicago Tribune reaches *more of the readers* you want

There are 6,892,000 people in Metropolitan Chicago. Some of them buy your particular product. Some don't, can't or won't.

Your problem is how to reach more of the right kind—the people who buy. And that's easy, since most of them read the Tribune.

Take television sets, for example. 67% of all TV set buyers in Chicago and suburbs read the Sunday Tribune; 53% read the Daily Tribune.

Now maybe you sell toasters, tires or travel tickets instead of television sets. It makes little difference. No matter what kind of buyers you're after, the Tribune reaches more of them than any other Chicago newspaper.

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